# COUNTY OF SAN DIEGO

Adopted Operational Plan | Fiscal Years 2010-2011 & 2011-2012

Walter F. Ekard
Chief Administrative Officer

Donald F. Steuer
Chief Financial Officer

Board of Supervisors

Greg Cox, District 1
Dianne Jacob, District 2
Pam Slater-Price, District 3
Ron Roberts, District 4
Bill Horn, District 5

COUNTY OF SAN DIEGO - STATE OF CALIFORNIA

GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget Presentation Award*

PRESENTED TO

**San Diego County**

**California**

For the Fiscal Year Beginning

**July 1, 2009**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **San Diego County, California** for its annual budget for the fiscal year beginning **July 1, 2009.** In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

**Published November 2010**
Office of Financial Planning
Janel E. Pehau, Director

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COUNTY OF
SAN DIEGO
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# County of San Diego


Board of Supervisors

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Debt Management Policies and Obligations

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# Board of Supervisors

**Greg Cox**
Supervisor
District One

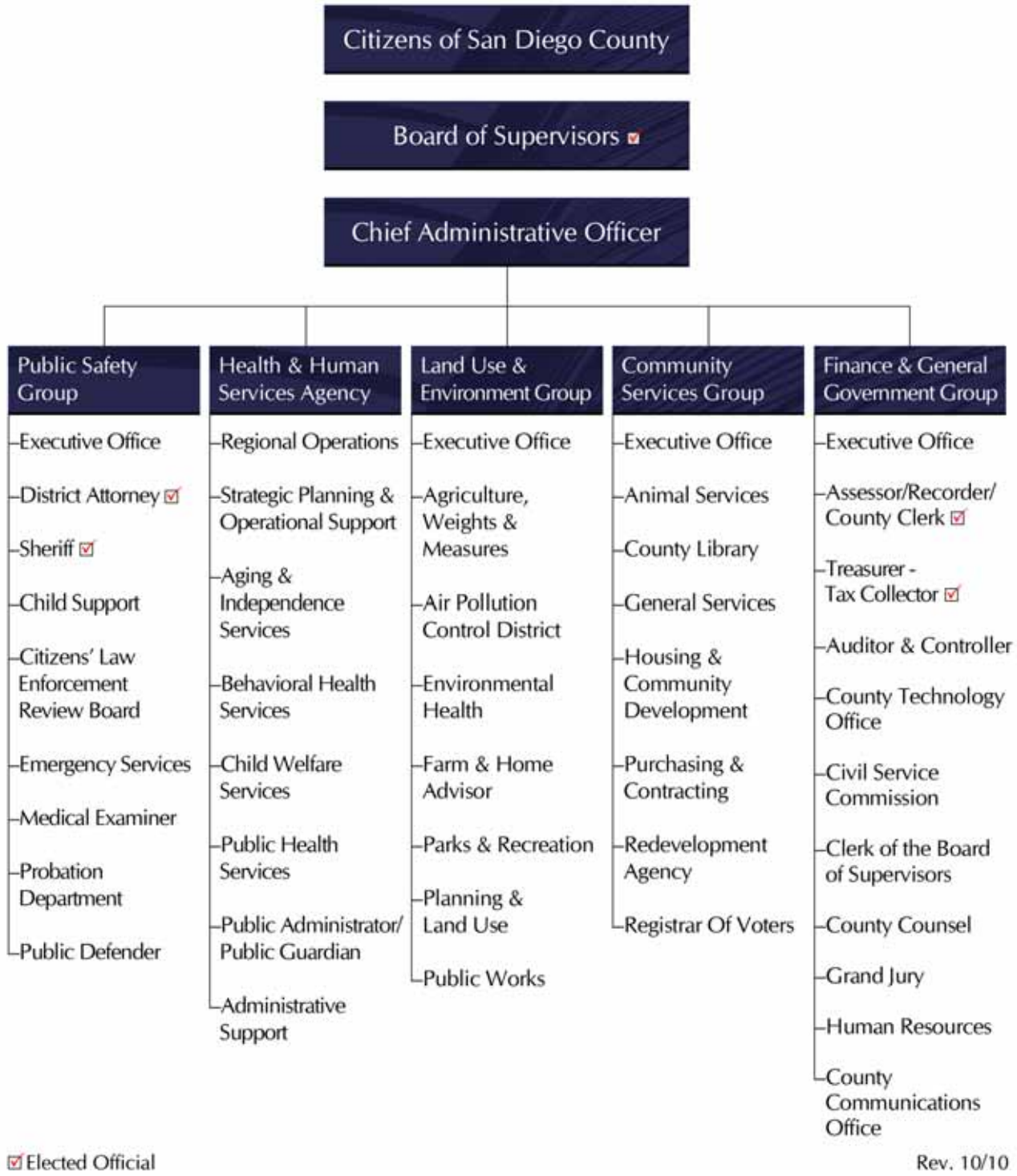
**Dianne Jacob**
Supervisor
District Two

**Pam Slater-Price**
Supervisor
District Three

**Ron Roberts**
Supervisor
District Four

**Bill Horn**
Supervisor
District Five

# Organizational Chart



# Message from the Chief Administrative Officer

## Staying the Course

Planning for the breadth of services the County provides is a challenging job even in the best of times. No one needs a reminder - these are not the best of times. Fortunately the disciplined approach that we use to plan and manage the County's resources, the General Management System, is serving us well in this difficult economic period.

We have some evidence the economy is improving. The housing market may be on the rebound and retail sales appear to be stabilizing. While that's encouraging, unemployment is still high. Governments typically lag behind in an economic recovery and the County of San Diego is no exception. This coming year will be a lean one for the County. This Operational Plan is smaller than last year's in both dollar value and workforce. It presents a total budget of $4.96 billion and 15,842 staff years for Fiscal Year 2010-11, which is a 1.0 percent decrease from the Fiscal Year 2009-10 budget of $5.01 billion. Staff years are 573 fewer, a 3.5 percent decrease. This staffing decrease continues the downsizing of the workforce that began last year when 774 staff years were eliminated.

We are faced with this situation because of the economy's adverse impact on revenues that we once relied on to meet the needs of a growing population. Some, such as various State revenues and those from property tax, are continuing to decline. Others, such as Proposition 172 and Realignment that depend upon consumer spending, are hovering at reduced levels last seen eight years ago. Meanwhile, many more of our region's residents - who have also been hit hard by this recession - need our services.

Despite these challenges, we have built a solid budget that maintains our commitment to long-term planning and fiscal stability. With the County's Strategic Plan as a guide, this Operational Plan preserves essential public safety and non-public safety services, continues the multi-year investment in the County's capital infrastructure and positions the County for managing future anticipated increases in contributions to the retirement fund.

We'll focus on emergency preparedness, fire protection and public safety, promoting healthier living habits, conducting the November 2010 Gubernatorial General Election, opening new libraries in Fallbrook and Ramona, and completing Phase 1A of the County Operations Center and Annex Redevelopment project. The County will also expand and protect park and open space resources and continue to promote sustainability and conservation.

We are committed to providing the essential services our residents depend on. Part of that commitment means constantly reevaluating how we do business and instituting additional efficiencies, new technologies and new work methods - enabling County workers to quickly identify and adapt to changing public needs. For example, we're developing a more efficient model for staffing juvenile camps, and a more streamlined approach for land development permit processing.

We are also committed to fiscal stability and in this environment that unfortunately means that we must continue to identify and reduce or eliminate non-core, discretionary services as well as to scale back others to reflect the available funding. Some changes for Fiscal Year 2010-11 include reduced hours of operation at certain County parks, the elimination of the Department of Parks and Recreation's history and outreach program, a reduction in both adult and juvenile field services in the Probation Department, a reduction in juvenile diversion services, a reduction in mental health crisis intervention services for seniors, reductions in assessment and case management capacity in Behavioral Health Services, increased caseloads and response times in Child Welfare Services, fewer new books and materials in County libraries and fewer grant dollars for community organizations.

Despite these economic times, the County achieved many significant objectives during the past year. We opened the new, 84,000 square foot, state-of-the-art Medical Examiner & Forensic Center in Kearny Mesa, the first building completed in the planned redevelopment of the County Operations Center Complex. The Board of Supervisors budgeted $85 million for the project; the project came in on time and under budget - and the County paid cash.

Through more than 35 awards of federal stimulus funds totaling $98 million, the County has worked to improve health, public safety and infrastructure like roads and airport runways.

Looking forward, we will stay the course. We'll continue to deliver top-notch services to our customers and we'll do it with a leaner workforce that has become adept at finding innovative solutions.

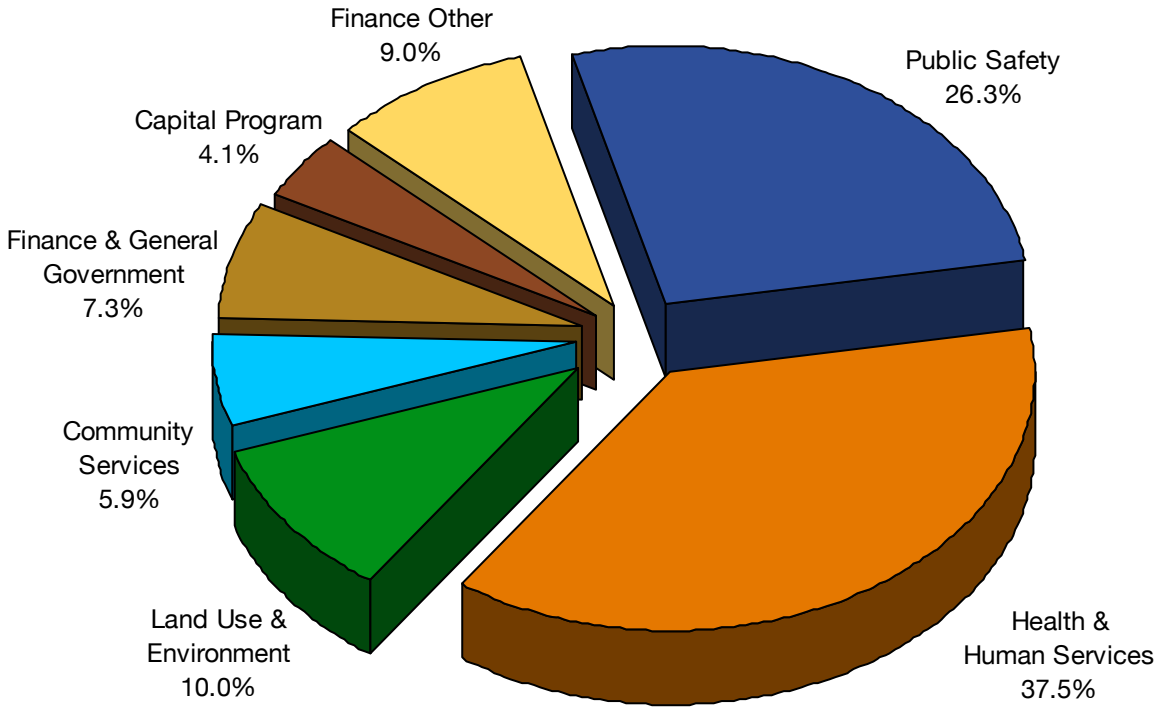
The expertise and commitment of our employees, coupled with the pragmatic and seasoned leadership of the Board of Supervisors, will carry us into better days. When the economic cycle turns upward again, we will be better positioned than ever to do what we do best: serve the public.

I invite you to read more about the County's accomplishments, objectives and proposed programmatic changes in the individual group and department sections that begin on page 107.

Walter F. Ekard, Chief Administrative Officer

# 2010-11 Adopted Budget at a Glance

## Adopted Budget by Functional Area — All Funds

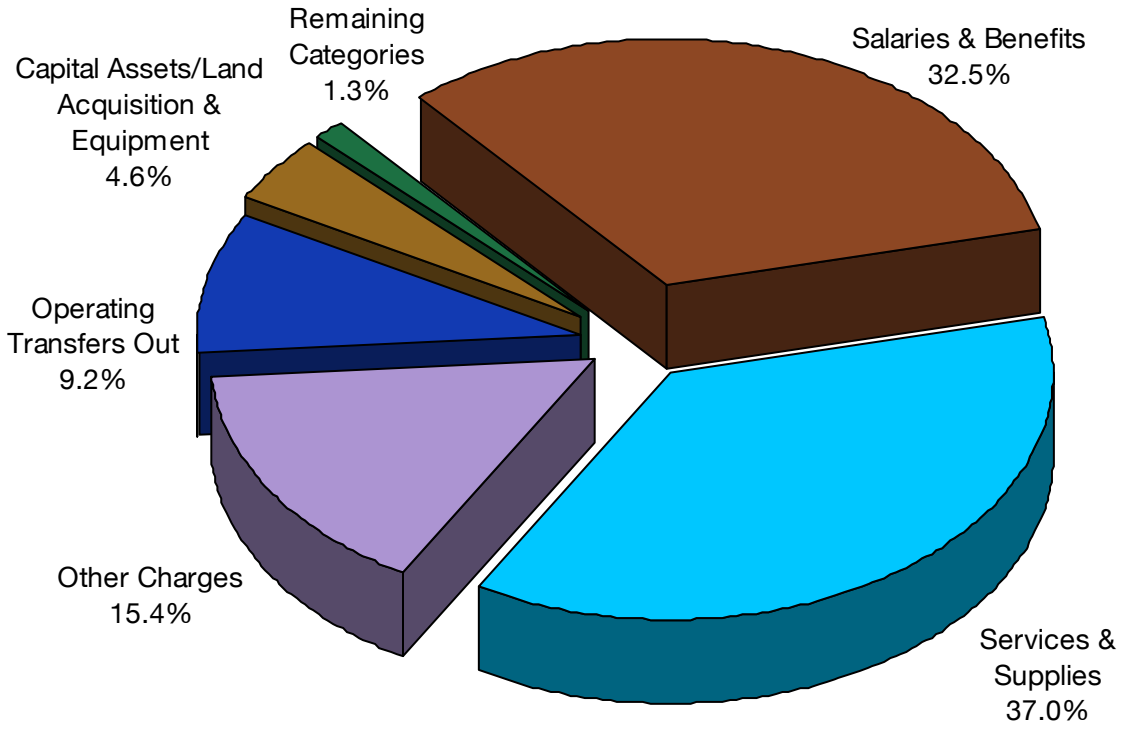



**Budget by Functional Area - All Funds**

| | Budget in Millions | Percentage of Total Budget |
|---|---|---|
| Public Safety | $ 1,305.5 | 26.3% |
| Health & Human Services | 1,856.4 | 37.5% |
| Land Use & Environment | 494.1 | 10.0% |
| Community Services | 293.4 | 5.9% |
| Finance & General Government | 360.3 | 7.3% |
| Capital Program | 202.2 | 4.1% |
| Finance Other | 445.0 | 9.0% |
| Total | $ 4,957.0 | 100.0% |

Note: In the charts, the sum of individual percentages may not total 100.0% due to rounding. Also, in the tables, the sum of individual figures within a column may not equal the total for that column due to rounding.

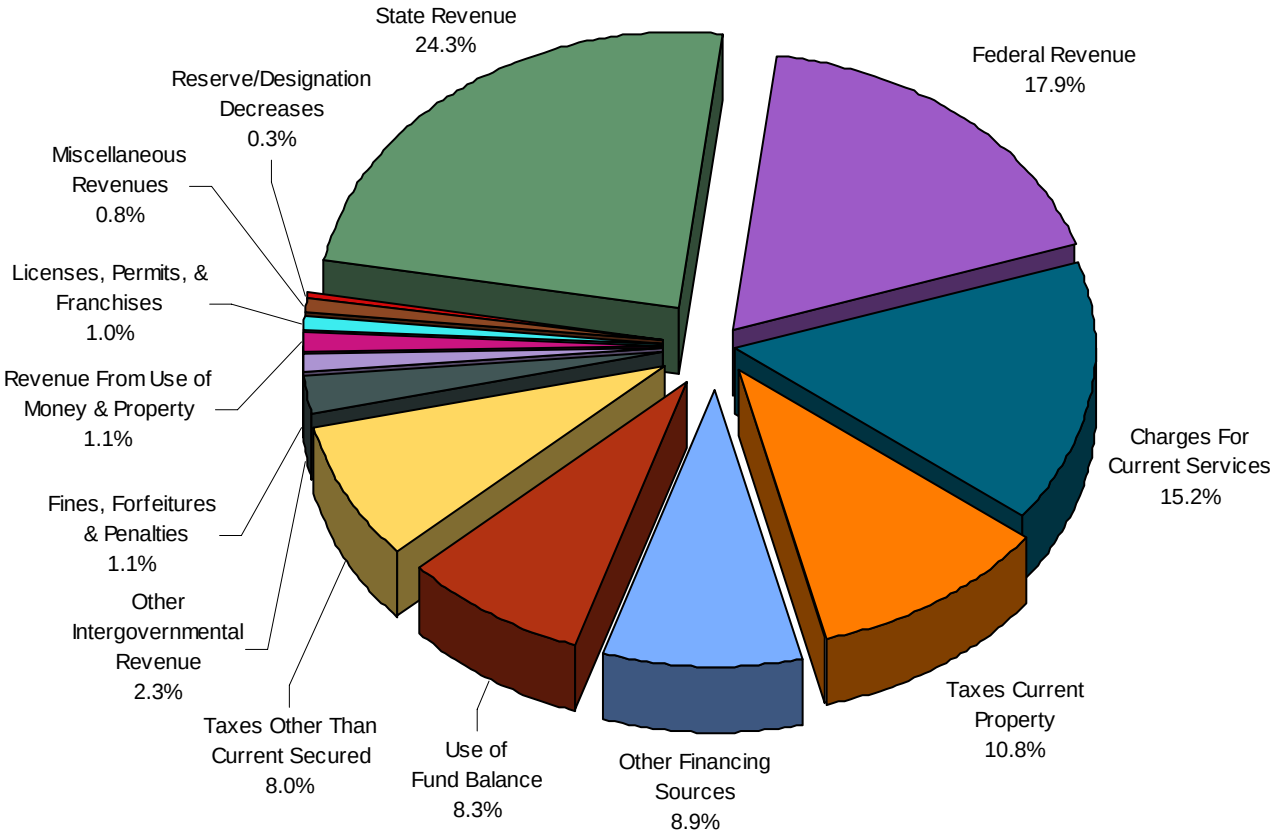
## Adopted Budget by Category of Expenditure — All Funds




Budget by Category of Expenditure - All Funds

| | Budget in Millions | Percentage of Total Budget |
|---|---|---|
| Salaries & Benefits | $ 1,611.3 | 32.5% |
| Services & Supplies | 1,833.8 | 37.0% |
| Other Charges | 764.2 | 15.4% |
| Operating Transfers Out | 455.3 | 9.2% |
| Capital Assets / Land Acquisition | 204.8 | 4.1% |
| Capital Assets Equipment | 23.4 | 0.5% |
| Remaining Categories: | | |
| *Reserve/Designation Increases* | 33.4 | 0.7% |
| *Management Reserves* | 28.7 | 0.6% |
| *Contingency Reserves* | 22.1 | 0.4% |
| *Exp Transfer & Reimbursements* | (20.0) | (0.4%) |
| Total | $ 4,957.0 | 100.0% |

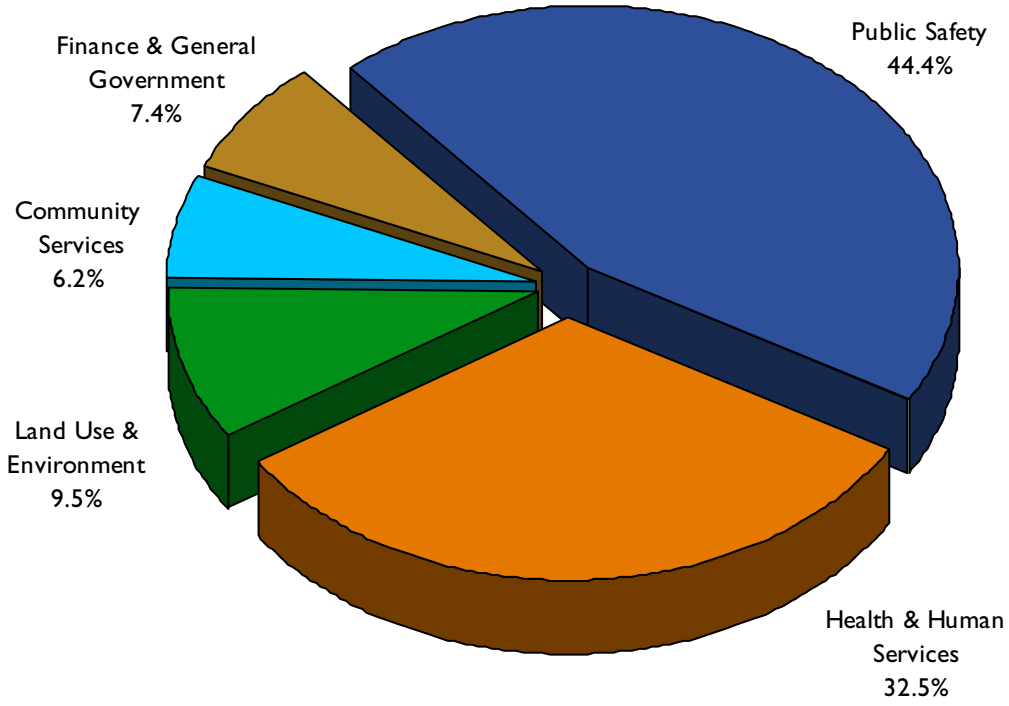
## Adopted Budget by Category of Revenue — All Funds




### Budget by Category of Revenue - All Funds

| | Budget in Millions | Percentage of Total Budget |
|---|---|---|
| State Revenue | $ 1,204.4 | 24.3% |
| Federal Revenue | 888.1 | 17.9% |
| Charges For Current Services | 753.6 | 15.2% |
| Taxes Current Property | 535.5 | 10.8% |
| Other Financing Sources | 442.0 | 8.9% |
| Use of Fund Balance | 413.2 | 8.3% |
| Taxes Other Than Current Secured | 397.3 | 8.0% |
| Other Intergovernmental Revenue | 111.6 | 2.3% |
| Fines, Forfeitures & Penalties | 56.6 | 1.1% |
| Revenue From Use of Money & Property | 54.6 | 1.1% |
| Licenses, Permits & Franchises | 49.1 | 1.0% |
| Miscellaneous Revenues | 37.7 | 0.8% |
| Reserve/Designation Decreases | 13.3 | 0.3% |
| Total | $ 4,957.0 | 100.0% |

## Adopted Staffing by Group/Agency — All Funds




| Staffing by Group/Agency - All Funds | | |
|---|---|---|
| | Staff Years * | Percentage of Total Staffing |
| Public Safety | 7,041.25 | 44.4% |
| Health & Human Services | 5,156.25 | 32.5% |
| Land Use & Environment | 1,501.00 | 9.5% |
| Community Services | 978.25 | 6.2% |
| Finance & General Government | 1,165.50 | 7.4% |
| Total | 15,842.25 | 100.0% |

* A staff year in the Operational Plan context equates to one permanent employee working full-time for one year.

# MISSION

*To efficiently provide public services that build strong and sustainable communities*

# VISION

*A county that is safe, healthy and thriving*

## STRATEGIC INITIATIVES

### Kids

*Improve opportunities for children and families*

### The Environment

*Manage the region's natural resources to protect quality of life and support economic development*

### Safe and Livable Communities

*Promote safe and livable communities*

# San Diego County Facts and Figures

| | |
|---|---|
| **FOUNDED:** | February 18, 1850 |
| **SIZE:** | 4,261 square miles |
| **COASTLINE:** | 75 miles |
| **ELEVATION:** | Lowest - Sea Level<br>Highest - 6,535 ft<br>Hot Springs Mountain |

| **POPULATION[1]:** | ***2009*** | ***2010*** |
|---|---|---|
| | 3,185,462 | 3,224,432 |

[1] Second most populous county in California and fifth most populous in the U.S.

*Source: California Department of Finance, May 2010; U.S. Census Bureau, Table 7: Resident Population Estimates for the 100 Largest U.S. Counties, based on July 1, 2009 population estimates*

| | |
|---|---|
| **INCORPORATED CITIES:** | 18 |

| **CIVILIAN LABOR FORCE:** | ***2009*** | ***2010*** |
|---|---|---|
| | 1,557,400 | 1,566,700 |

*Source: California Employment Development Department, Historical Data for Unemployment Rate and Labor Force, 2009 Annual Average and 2010 Jan-Jul Average*

| **UNEMPLOYMENT RATE:** | ***2009*** | ***2010*** |
|---|---|---|
| | 9.7% | 10.8% |

*Source: California Employment Development Department, Historical Data for Unemployment Rate and Labor Force, 2009 Annual Average and 2010 Year-to-Date Data*

| **EMPLOYMENT MIX (Industry)[1]** | ***2010 Employees*** | ***Percent of Total*** |
|---|---|---|
| Government | 215,500 | 17.6% |
| Professional & Business Services | 198,400 | 16.2% |
| Trade, Transportation & Utilities | 195,800 | 16.0% |
| Leisure and Hospitality | 158,500 | 13.0% |
| Educational & Health Services | 143,500 | 11.7% |
| Manufacturing | 90,800 | 7.4% |
| Financial Activities | 67,900 | 5.6% |
| Construction | 58,900 | 4.8% |
| Other Services | 47,400 | 3.9% |
| Information | 35,900 | 2.9% |
| Farming | 9,400 | 0.8% |
| Natural Resources & Mining | 300 | <0.1% |
| Total | 1,222,300 | 100.0% |

[1]Industry employment is by place of work; excludes self-employed individuals, unpaid family workers, and household domestic workers.

*Source: California Employment Development Department, Labor Market Information Division (July 2010 Benchmark, Preliminary)*

| **TEN LARGEST EMPLOYERS:** | ***2009*** |
|---|---|
| State of California | 41,400 |
| Federal Government | 40,800 |
| University of California, San Diego | 30,078 |
| County of San Diego | 16,303 |
| San Diego Unified School District[1] | 15,800 |
| Sharp Healthcare | 14,390 |
| Scripps Health | 11,690 |
| City of San Diego | 11,054 |
| Qualcomm Inc. | 9,444 |
| Kaiser Permanente | 7,608 |

[1]Employment figures provided by the San Diego School District Web site

*Source: San Diego Business Journal, February 2, 2009*

| MEDIAN HOME PRICE [1]: | June 2008 | June 2009 | June 2010 |
|---|---|---|---|
| [1] Median price of all existing homes sold in June of each year<br>*Source: California Association of Realtors/DataQuick Information System* | $370,000 | $314,250 | $335,500 |

| | |
|---|---|
| **2009 MEDIAN HOUSEHOLD INCOME:** (not adjusted for inflation) $60,231<br>*Source: U.S. Census Bureau* | **FISCAL YEAR 2010-11 ASSESSED VALUATIONS:** $390.8 billion<br>*Source: San Diego County Assessor/Recorder/County Clerk* |
| **2010 TOTAL HOUSING UNITS:** 1,149,426<br>*Source: San Diego Regional Association of Governments, as of August 2010* | **2010* CONSUMER PRICE INDEX:** 244.242<br>* Through June 2010<br>*Source: U.S. Department of Labor, Bureau of Labor Statistics* |

**MILITARY INSTALLATIONS:**

- United States Coast Guard Sector San Diego
- Marine Corps Air Station Miramar
- Marine Corps Base Camp Pendleton
- Marine Corps Recruit Depot San Diego
- Naval Air Station North Island
- Naval Amphibious Base Coronado
- Naval Base Point Loma (including SPAWAR)
- Naval Medical Center San Diego
- Naval Station San Diego

*Source: U.S. Department of Defense Base Structure Report 2008*

| LAND USE: (acres)[1] in descending order | 2009 |
|---|---|
| Parkland | 1,070,803 |
| Vacant or Undeveloped Land | 871,720 |
| Residential | 345,363 |
| Public/Government | 151,700 |
| Agriculture | 118,836 |
| Other Transportation | 99,281 |
| Commercial/Industrial | 69,482 |
| Total | 2,727,185 |

[1]The acres available for land use may vary year to year due to survey updates that include tide level changes.

*Source: San Diego Association of Governments, 2009*

| AGRICULTURAL PRODUCTION: | 2009 Value | 2009 Acres |
|---|---|---|
| Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.) | $1,054,314,219 | 11,499 |
| Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.) | $219,053,918 | 40,532 |
| Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.) | $188,603,198 | 7,318 |
| Livestock & Poultry Products (e.g., chicken eggs, milk, etc.) | $62,133,298 | — |
| Livestock & Poultry (e.g., cattle, calves, chicken, hogs & pigs) | $15,863,725 | — |
| Field Crops (e.g., pastures, ranges, hay, etc.) | $5,414,955 | 247,943 |
| Apiary (e.g., honey, pollination, bees & queen bees, etc.) | $1,990,545 | — |
| Timber Products (e.g., firewood and timber) | $757,474 | — |

*Source: San Diego Agricultural Commissioner/Sealer of Weights & Measures 2009 - San Diego County Crop Statistics & Annual Report*

## TOURIST ATTRACTIONS:

| |
|---|
| Anza-Borrego State Park |
| ARCO Olympic Training Center, Chula Vista |
| Balboa Park and Museums, San Diego |
| Birch Aquarium at Scripps, La Jolla |
| Hotel Del Coronado, Coronado |
| Legoland California, Carlsbad |
| Petco Park, San Diego |
| Point Loma and Cabrillo National Monument, San Diego |
| Qualcomm Stadium, San Diego |
| San Diego Zoo Safari Park, Escondido |
| San Diego Zoo, San Diego |
| Sea World San Diego, San Diego |
| Torrey Pines Golf Course, La Jolla |
| Torrey Pines State Reserve, San Diego |
| U.S.S. Midway Museum, San Diego |

*Source: San Diego Convention and Visitors Bureau*

## TOTAL VISITORS 2010: 30,200,000

*Source: San Diego Convention and Visitors Bureau; projected as of June 2010.*

# San Diego County Profile and Economic Indicators

## History & Geography

San Diego County became one of California's original 27 counties on February 18, 1850, shortly after California became the 31st State in the Union. The County functions under a Charter adopted in 1933, including subsequent amendments. At the time of its creation, San Diego County comprised much of the southern section of California. The original boundaries included San Diego, along with portions of what are now Imperial, Riverside, San Bernardino and Inyo counties.

The original territory of nearly 40,000 square miles was gradually reduced until 1907, when the present boundaries were established. Today, San Diego County covers 4,261 square miles, approximately the size of the state of Connecticut, extending 75 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. Riverside and Orange counties form the northern border. It is the southwesternmost county in the contiguous 48 states.

For thousands of years, American Indians have lived in this area. The four tribal groupings that make up the indigenous Indians of San Diego County are the Kumeyaay (also referred to as Diegueño or Mission Indians), the Luiseño, the Cupeño and the Cahuilla. San Diego County has the largest number of Indian reservations (19) of any county in the United States. However, the reservations are very small, with total land holdings of an estimated 193 square miles.

The Spanish explorer Juan Rodriguez Cabrillo arrived by sea in the region on September 28, 1542. Although he named the area San Miguel, it was renamed 60 years later by Spaniard Sebastian Vizcaino. He chose the name San Diego in honor of his flagship and, it is said, his favorite saint, San Diego de Alcala.

San Diego County enjoys a wide variety of climate and terrain, from coastal plains and fertile inland valleys to mountain ranges and the Anza-Borrego Desert in the east. The Cleveland National Forest occupies much of the interior portion of the county. The climate is equable in the coastal and valley regions where most resources and population are located. The average annual rainfall is only 10 inches, so the county is highly reliant on imported water.

## County Population

San Diego County is the southernmost major metropolitan area in the State. The State of California Department of Finance estimates the County's population to be 3,224,432 as of January 2010 (the latest date of available data), an increase of approximately 1.2% over the estimated January 2009 revised total of 3,185,462.

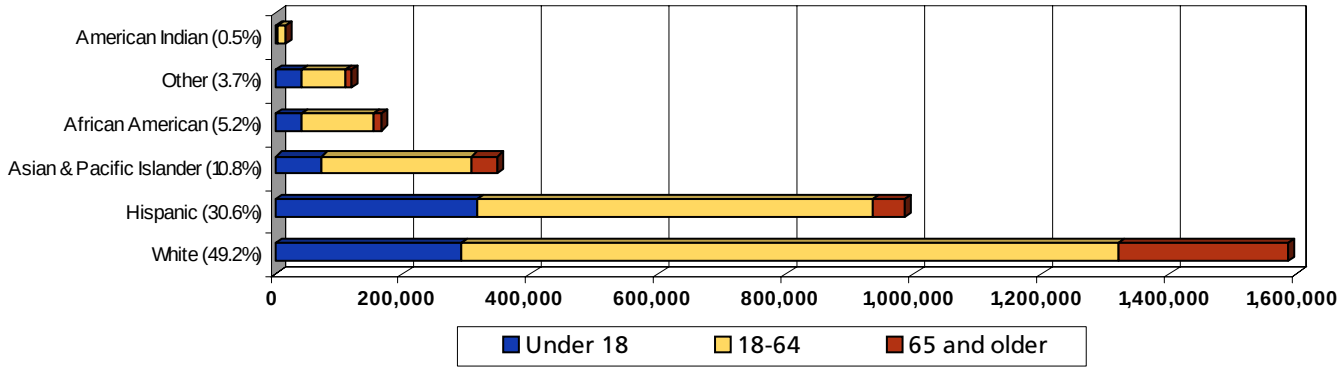
San Diego County Population

| | 2000 | 2010 | % Change |
|---|---|---|---|
| Carlsbad | 78,306 | 106,804 | 36.4 |
| Chula Vista | 173,543 | 237,595 | 36.9 |
| Coronado | 24,100 | 23,916 | (0.8) |
| Del Mar | 4,389 | 4,660 | 6.2 |
| El Cajon | 94,869 | 99,637 | 5.0 |
| Encinitas | 57,955 | 65,171 | 12.5 |
| Escondido | 133,663 | 147,514 | 10.4 |
| Imperial Beach | 26,992 | 28,680 | 6.3 |
| La Mesa | 54,749 | 58,150 | 6.2 |
| Lemon Grove | 24,918 | 26,131 | 4.9 |
| National City | 54,260 | 57,799 | 6.5 |
| Oceanside | 161,039 | 183,095 | 13.7 |
| Poway | 48,044 | 52,056 | 8.4 |
| San Diego | 1,223,415 | 1,376,173 | 12.5 |
| San Marcos | 54,977 | 84,391 | 53.5 |
| Santee | 52,946 | 58,044 | 9.6 |
| Solana Beach | 12,979 | 13,783 | 6.2 |
| Vista | 89,857 | 97,513 | 8.5 |
| Unincorporated | 442,832 | 503,320 | 13.7 |
| **Total** | 2,813,833 | 3,224,432 | 14.6 |

*Source: California Department of Finance*

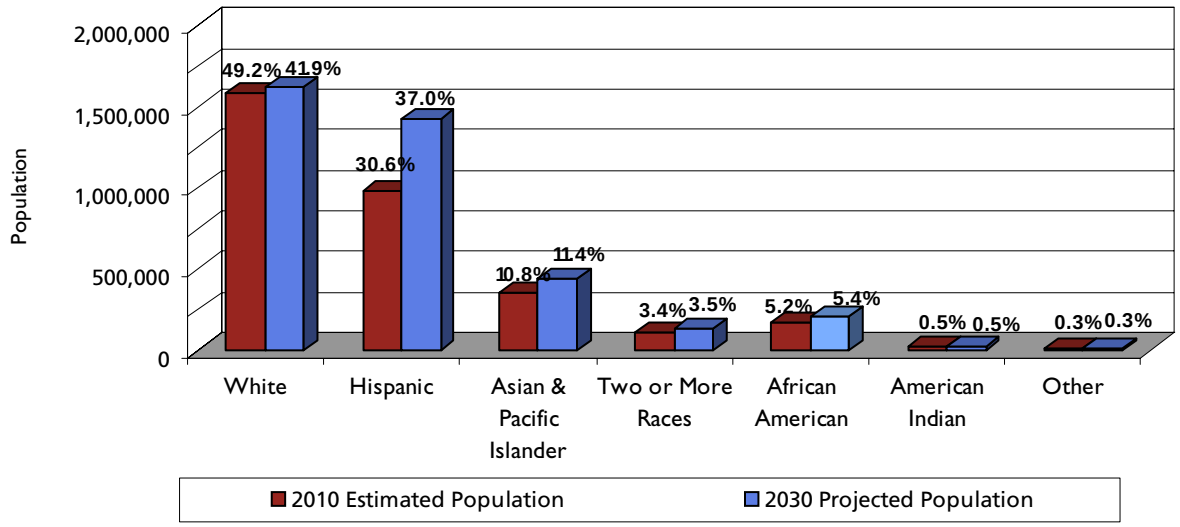
The total population of the county has grown 14.6% since 2000. Population growth has averaged 1.4% over the past 10 years; however, growth has ranged from a high of approximately 2.0% in 2002 to a low of approximately 0.8% in 2006. Natural increase is the primary source of population growth. Another contributor to the change in population is net migration (both foreign and domestic) which has varied dramatically in the past 10 years. San Diego County is the second largest county by population in California and the fifth largest county by population in the country, as measured by the U.S. Census Bureau.

## 2010 San Diego County Population Distribution by Race/Ethnicity and Age
### Total: 3,224,432




Source: San Diego Association of Governments

## San Diego County Population Distribution by Race/Ethnicity
### 2010 Estimated vs. 2030 Projection

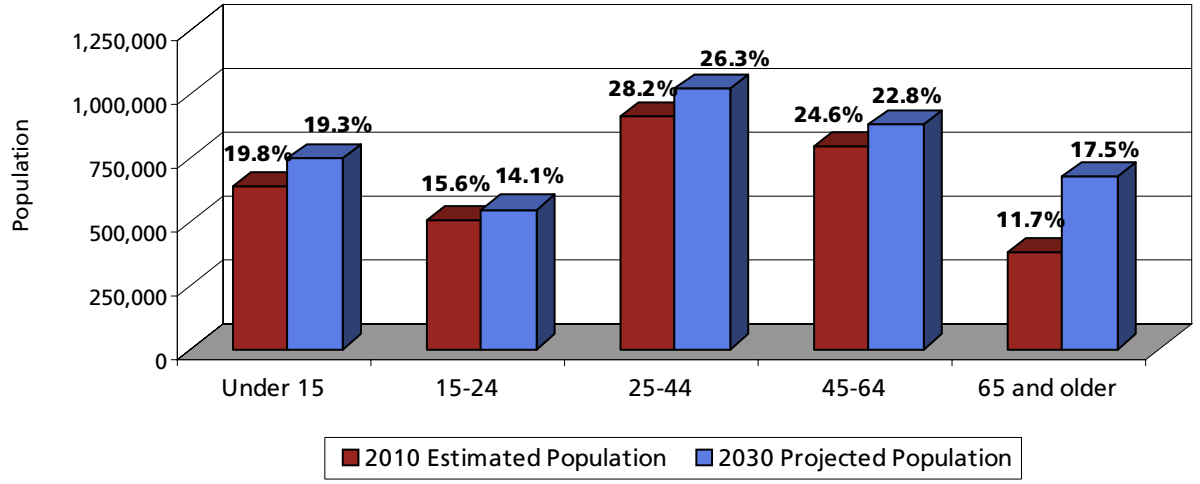



Note: Percentages represent the share of each group compared to the total population.
Source: San Diego Association of Governments 2050 Regional Growth Forecast (Feb 2010) - 2030 Projection

The regional population for 2030 is forecasted to be 3.9 million according to the San Diego Association of Governments (SANDAG) based on its 2050 Regional Growth Forecast released in February 2010, a 38% increase from calendar year 2000. San Diego County's racial and ethnic composition is as diverse as its geography. SANDAG projects that in 2030, San Diego's population breakdown will be 41.9% White; 37% Hispanic; 11.4% Asian and Pacific Islander; 5.4% Black; and 4.3% all other groups. A significant growth in the Hispanic population is seen in this projection. While the county's racial and ethnic diversity is expected to change dramatically, SANDAG also projects a dramatic shift in the age structure of the county. As depicted on the following page, SANDAG is projecting that the population of residents 65 years and older will increase 79% by 2030.

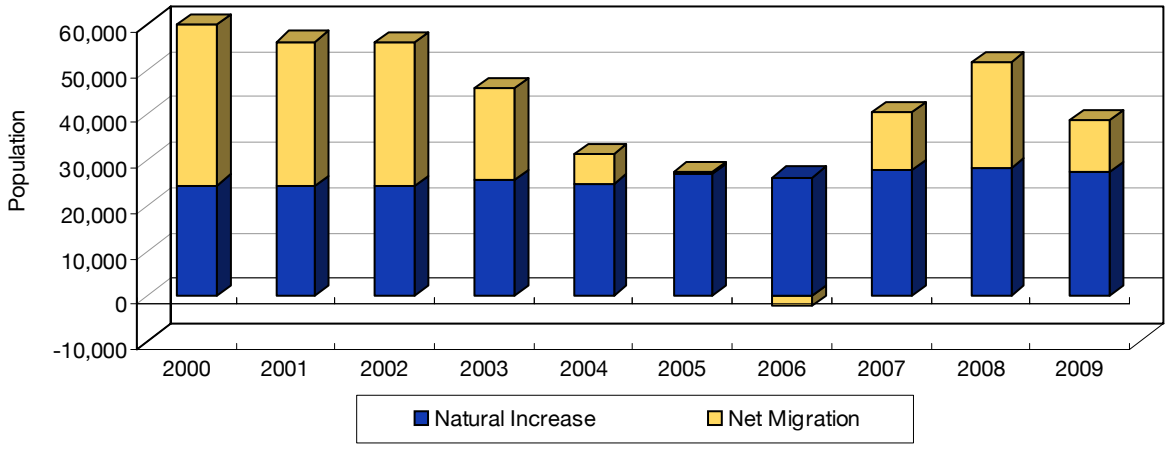
## San Diego County Population Distribution by Age

### 2010 Estimated vs. 2030 Projection




Note: Percentages represent the share of each group compared to the total population.
Source: San Diego Association of Governments 2050 Regional Growth Forecast (Feb 2010) - 2030 Projection

## Change in San Diego Population: 2000 - 2009




Note: Change in population data is stated on a fiscal year basis as of July 1.
Source: California Department of Finance

## Economic Indicators

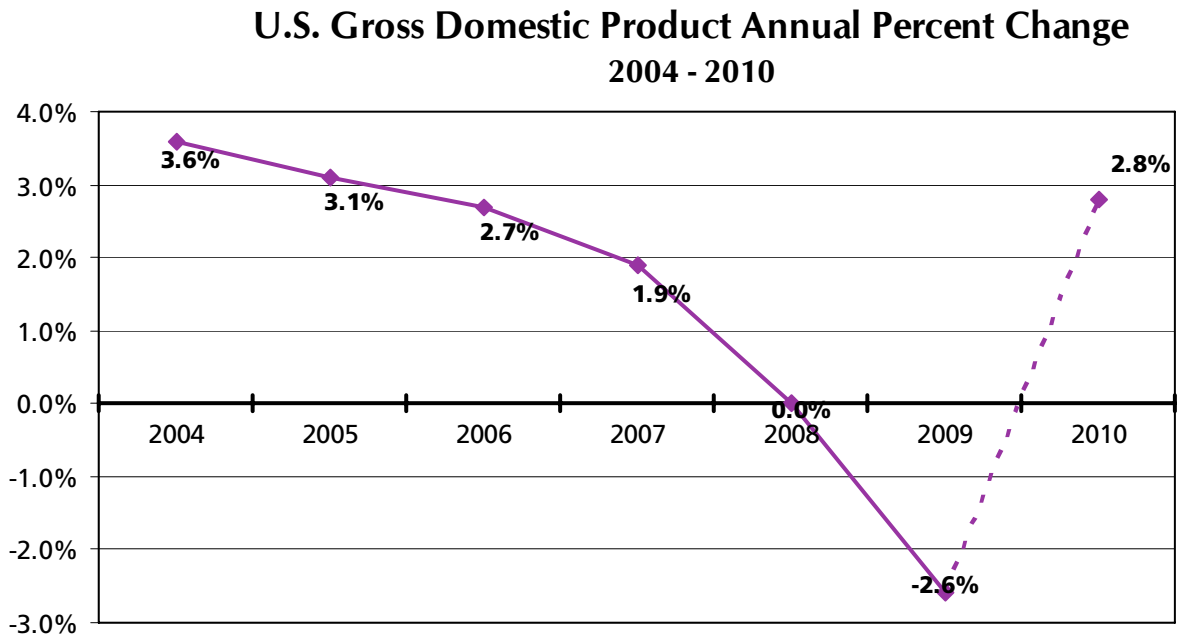
### U.S. Economy

The U.S. economy suffered through a very deep recession beginning in December 2007 and ending in June 2009 according to the National Bureau of Economic Research (NBER), approximately 18 months from when it began, making it the longest recession since the 1930s.

A series of federal fiscal and monetary policy actions were initiated to address the credit crisis and economic volatility. The Federal Reserve engaged in an extraordinary policy of monetary easing by expanding its balance sheet, purchasing private assets and bringing the Federal Funds rate down to near zero. In addition, the Treasury was authorized $700 billion under the Troubled Assets Relief Program (TARP) for capital infusions to banks, term securities lending facilities, auto loans and a housing plan. Moreover, on February 17, 2009, the President signed into law the American Recovery and Reinvestment Act of 2009 designed to stimulate the nation's sputtering economy.

According to the third estimate released by the Bureau of Economic Analysis, the U.S. economy increased at an annual rate of 1.7% in the second quarter of 2010, down from the initial estimate of 2.4%. The increase in real Gross Domestic Product (GDP) in the second quarter primarily reflected positive contributions from nonresidential fixed investment, personal consumption expenditures (PCE), exports, federal government spending, private inventory investment, and residential fixed investment. Imports, which are a subtraction in the calculation of GDP, increased. The deceleration in real GDP in the second quarter primarily reflected a sharp acceleration in imports and a sharp deceleration in private inventory investment that were partly offset by upturns in residential fixed investment, nonresidential fixed investment, in federal government spending, and an upturn in state and local government spending.

Real GDP is forecasted to improve with projections of 1.4% growth in the third quarter and 2.0% growth in the fourth quarter of 2010. Real GDP growth is expected to continue to improve in 2011 but will be restrained by weak housing market activity, weak state and local government spending, and weak spending on offices and factories. (See chart below for a historical comparison.) The annualized forecast for 2010 depicts a Real GDP increase of 2.8% from the 2009 figure.



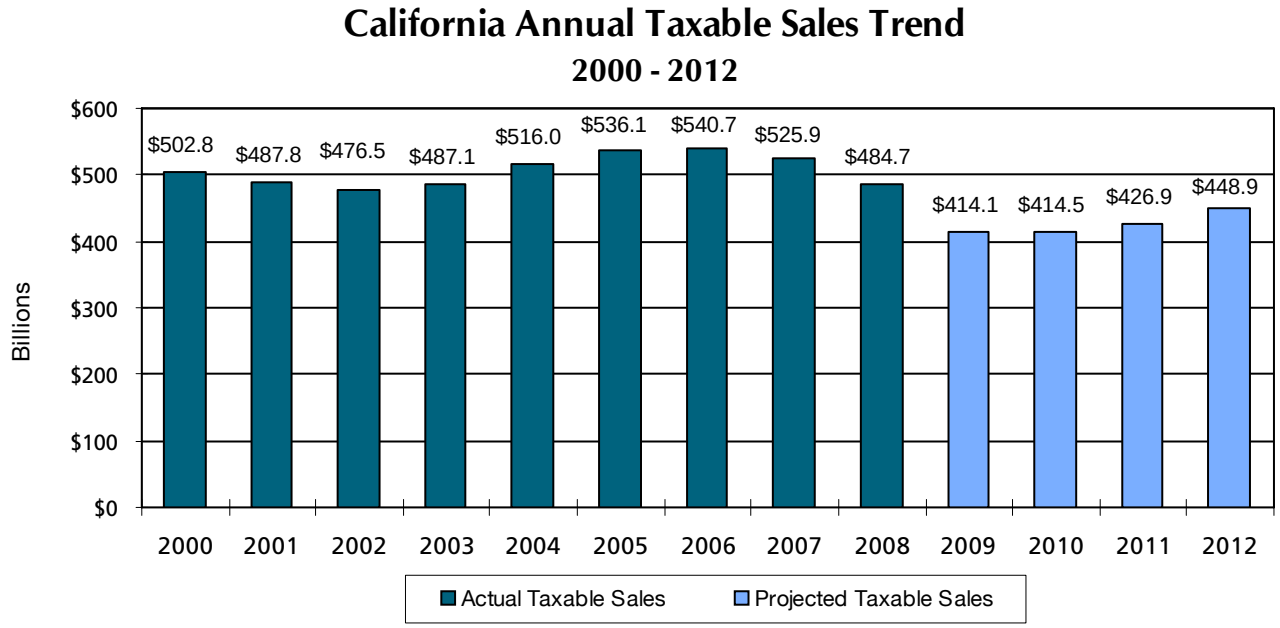

Notes: Gross Domestic Product (GDP) percent change measured by calendar year, based on chained 2005 dollars. The annual GDP percent change is projected for calendar year 2010.
Source: Bureau of Economic Analysis, U.S. Department of Commerce "revised data" - August 27, 2010; UCLA Anderson Forecast - September 2010

Minutes from the Board of Governors of the Federal Reserve System and the Federal Open Market Committee joint meeting from August 10, 2010, indicate that the pace of economic activity slowed in recent months and that inflation remained subdued. Private employment increased slowly in June and July. Consumer spending continued to rise at a moderate rate in June. However, housing activity dropped back, and nonresidential construction remained weak. In addition, the revised data for 2007 through 2009 from the Bureau of Economic Analysis showed that the recent recession was deeper than previously thought and the level of real GDP at the end of 2009 was lower than earlier estimated.

Some significant risks facing the U.S. economy in 2010 include continued high unemployment, continued uncertainty about the state of the economy, particularly on the part of smaller businesses, lack of consensus on the expiring Bush tax cuts, and limited tools available to the Federal Reserve to address further weakness in the economy besides quantitative easing. (Source: Moody's Economy.com - U.S. Macro Outlook: The Pause that Distresses, August 13, 2010.) Unemployment is expected to gradually decline in 2010 from a peak of 10.6% in January 2010 to 9.6% by the end of 2010. The unemployment rate in 2011 is expected to average 9.3%.

## California Economy

Like the national outlook, California's economy has felt the impact of the worst recession since the Great Depression. Monthly job losses in 2009 were high and only gradually decreased; unemployment inched up throughout the year reaching 12.2% in December 2009. See chart on page 23. Real personal income declined by 2.8%, and taxable sales declined by 14.6% in 2009. Consumer spending continues to be impacted by this economic volatility. See chart on page 21. Housing started to show improvement in 2009, with buyers returning to the market to take advantage of discounted home prices, government tax credits and low interest rates. The economic news in California is expected to get better during 2010, but slowly (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2010-11 Economic Forecast, February 2010). However, unemployment is still very high. In 2010, real personal income is expected to grow by 0.6%, employment is expected to drop by 1.2% and taxable sales are predicted to increase marginally by 0.1%.



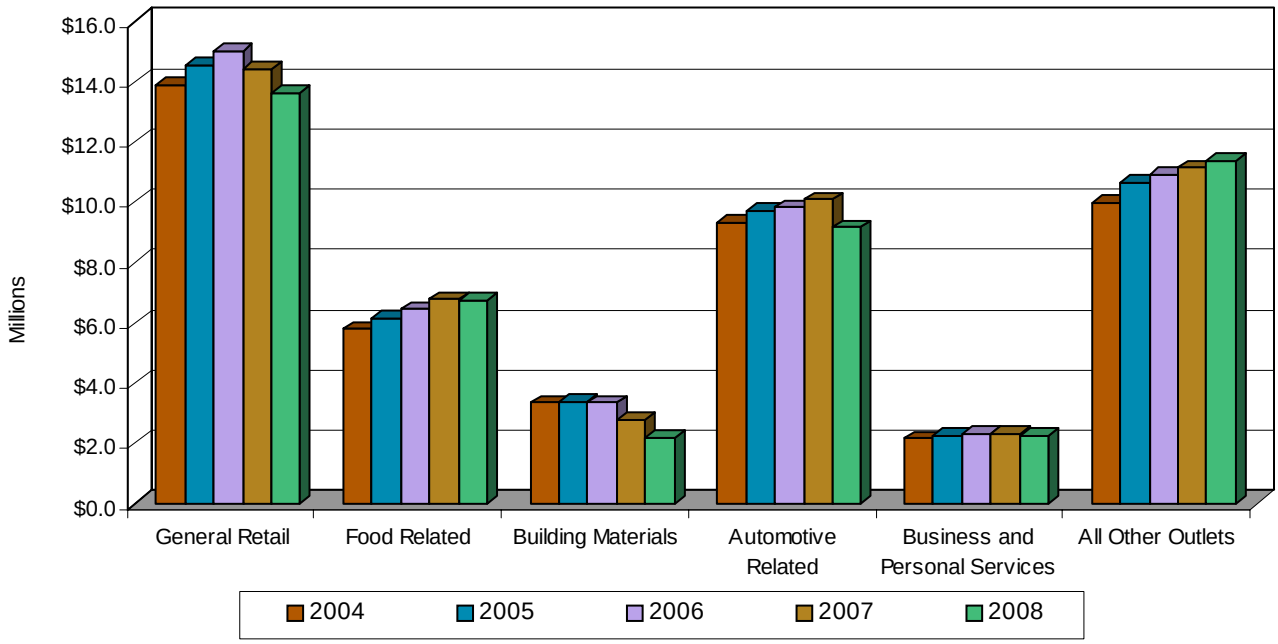

Note: Taxable sales are stated in calendar year 2005 dollars.
Source: UCLA Anderson Forecast, September 2010

## San Diego Economy

San Diego's recent relative economic stability has been based on its increasing diversification of economic activity and maturation as a hub for research and development and product manufacturing in telecommunications, biotechnology, military products, electronics and information technology. International trade and implementation of the North American Free Trade Agreement (NAFTA) also serve to strengthen the county's economic base.

San Diego shared the pain with the rest of Southern California in 2009. Construction, real estate, manufacturing and retail trade all suffered large employment declines. Unemployment in the region in 2009 averaged 9.7%, the highest rate in twenty years. Another indicator of economic health is county taxable sales. (See the chart below for more detail on taxable sales broken down by select categories.) Taxable sales started to decline overall in the County in 2007 and that trend continued in 2008. The annual data on taxable sales for 2009 is not yet available from the California State Board of Equalization, but data for the first three quarters of 2009 show a continued decline from 2008. However, sales tax revenues in the first half of 2010 have showed a gradual improvement, which suggests that taxable sales in San Diego County, similar to predictions for California as a whole, will be better than in 2009. This improvement is expected to continue in 2011.

### San Diego County Taxable Sales by Category




Source: State Board of Equalization

Categories of Taxable Sales include:

General Retail — apparel stores, general merchandise, home furnishings and appliances, and other retail.

Automotive Related — automotive stores and service stations.

Food Related — food stores and eating and drinking establishments.

Building Materials — hardware stores.

Business and Personal Services — for example: beauty salons and hotels.

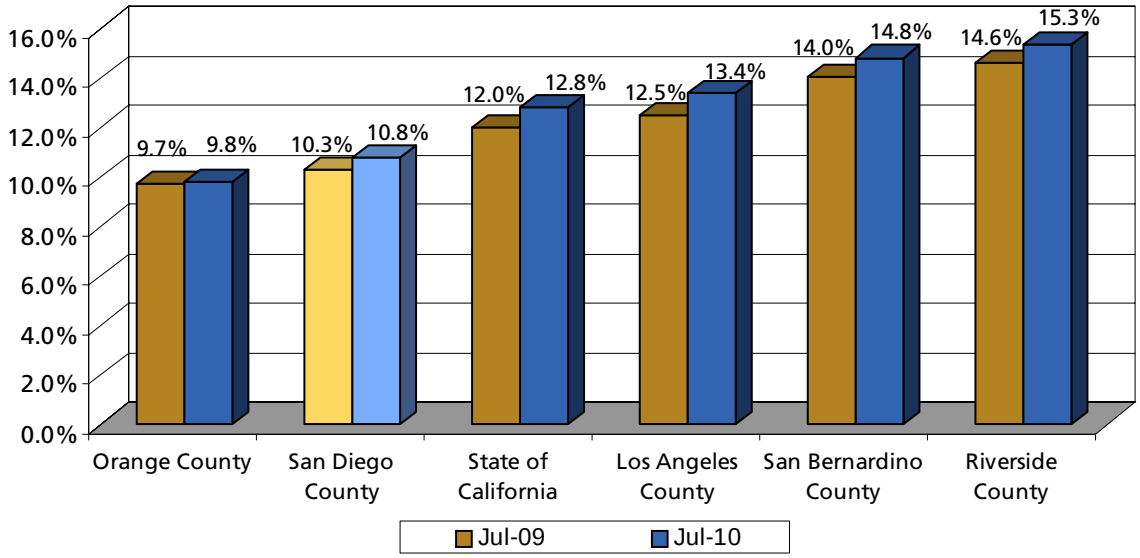
All Other Outlets — Use Tax Collections. The State's *use tax* applies to the use, storage or other consumption of merchandise.

More current indicators show that the economy is stabilizing and even slowly improving during 2010. Building permits, help wanted advertising and consumer confidence were all positive in July 2010, offset by a decline in initial claims for unemployment insurance and stock prices, as reported by the University of San Diego's Index of Leading Economic Indicators for San Diego. Positive forces in 2010 and into 2011 include federal defense spending with General Dynamics NASSCO getting funding to produce two U.S. Navy cargo vessels, Northrop Grumman receiving funding for five Global Hawk aircraft (robotic planes), and federal stimulus money allocated for sizable construction projects. While private nonresidential construction has declined, there are still some projects in the works, including the Palomar Pomerado Health PMC West project, the Scripps Memorial Hospital expansion in Encinitas, and a new cardiovascular institute that is part of a renovation of the Scripps La Jolla campus. Poseidon Resources has been approved to start construction of a $300 million desalination plant in Carlsbad. Moreover, the Port of San Diego is completing project to add a second cruise ship pier and renovate the existing terminal and the County of San Diego is redeveloping its operations center in Kearny Mesa.

Approximately one-half of San Diego County's population is part of the civilian labor force (1,580,400 in July 2010). The region is also home to one of the largest military complexes in the world. San Diego's employment continues to compare favorably to other Southern California counties, with only Orange County experiencing slightly lower unemployment. San Diego's annual average unemployment rate continues to compare favorably to the State rate, and it is expected to be somewhat higher than the U.S. rate. The chart below indicates the change in unemployment between July 2009 and July 2010. See chart below and on page 23.

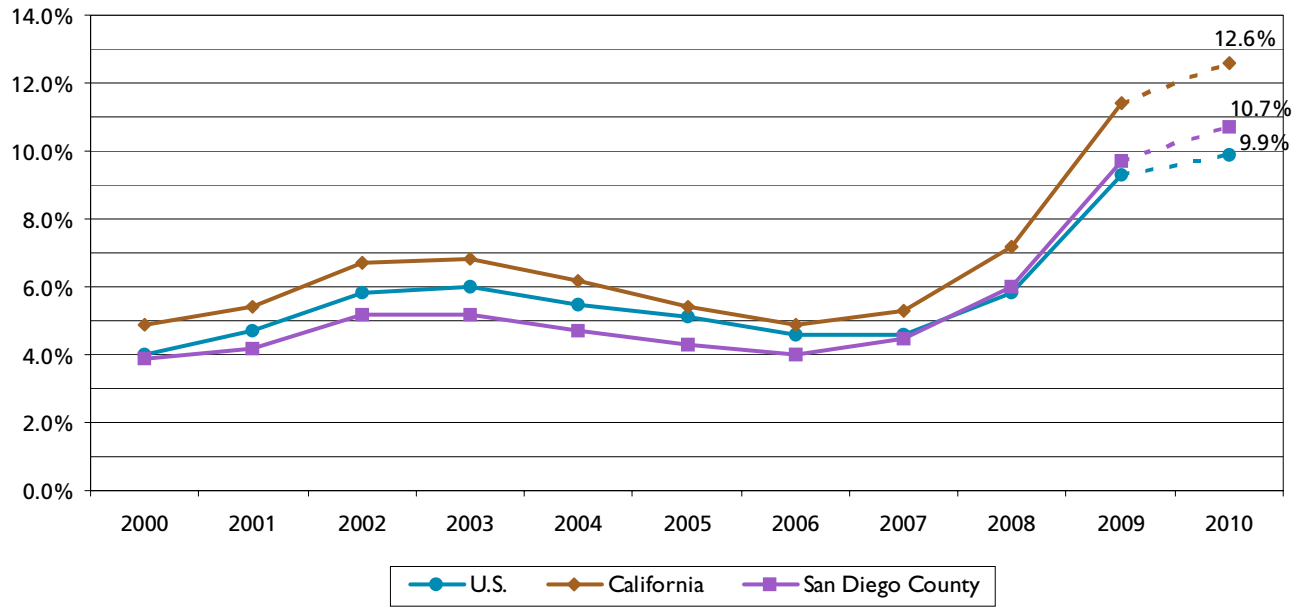
## Unemployment Rate Comparison by Select California Regions

### July 2009 versus July 2010




Source: California Employment Development

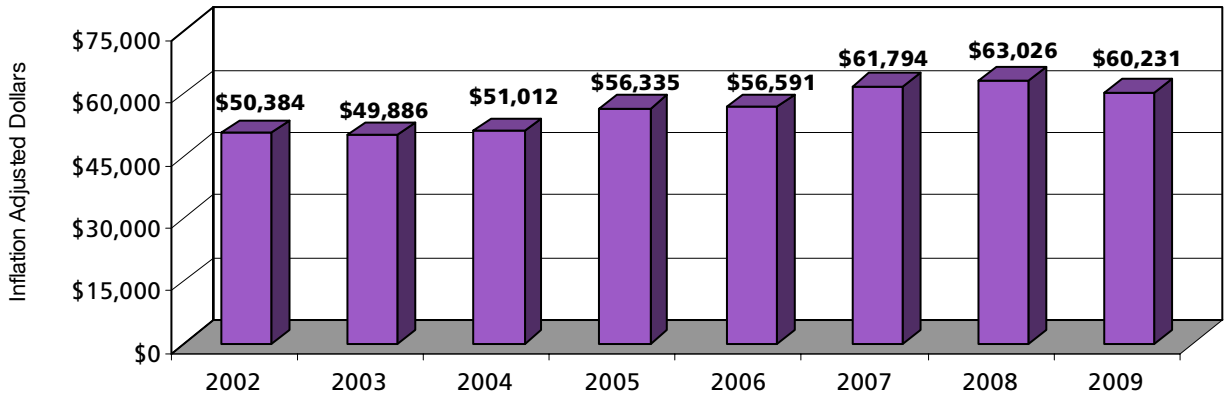
## Annual Average Unemployment Rate Comparison
### U.S., California and San Diego County




Notes: Unemployment rates are measured by calendar year. The rates for 2010 are a seven-month average (Jan-July).
Source: California Employment Development Department; Bureau of Labor Statistics, U.S. Department of Labor

San Diego's median household income has experienced strong annual growth in recent years, but this growth is projected to slow, as indicated by the high unemployment and constrained consumer spending.

## San Diego County Median Household Income
### 2002 - 2009

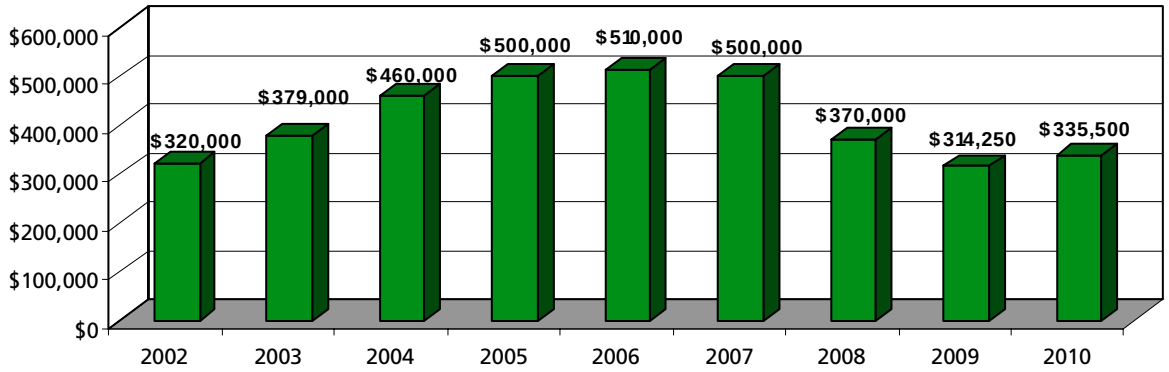



Note: Median Household Income is measured by calendar year.
Source: U.S. Census Bureau

An unintended consequence of the housing market's recent turmoil has been the improvement in housing affordability during this period. The California Association of Realtors index* for first-time buyers throughout California showed a marginal decrease, however, for San Diego in June 2010. The percentage of households that could afford to buy an entry-level home in San Diego decreased to 58% from a high of 60% in March 2009. However, San Diego affordability is still up from 57% in December 2008, up from 33% in December 2007 and up from 27% in December 2006. The median home prices of existing homes sold reveals that prices are gradually increasing. During 2009, median home sales started to rebound from the nadir experienced at the end of 2008 and early 2009.

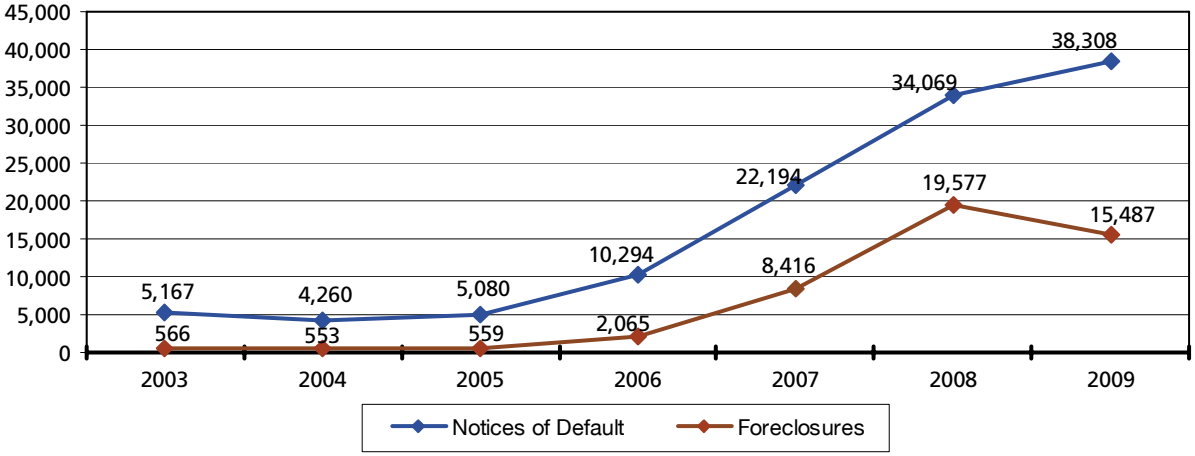
* The California Association of Realtors index is based on an adjustable rate mortgage with a 10% down payment and a first-time buyer purchase of a home equal to 85% of the prevailing median price. The improvement in the percentage of households that could afford to buy an entry-level home in San Diego was based on the market driven drop in entry-level priced homes and the corresponding adjustment to the monthly payment needed (including taxes and insurance) and an adjustment to the qualifying income level for the lower priced entry-level homes.

## San Diego County Median Price of Existing Homes Sold
### 2002 - 2010




Note: Median home price of all existing homes sold in June of each year.
Source: California Association of Realtors/DataQuick Information Systems

## San Diego County Total Notices of Default and Foreclosures
### 2003 - 2009




Notes: A Notice of Default is an official notice of payment delinquency to a borrower with property as security under a mortgage or deed of trust; it prescribes the terms that must be met in order to prevent foreclosure proceedings. Foreclosures are measured by the number of Trustee's Deeds recorded.
Source: San Diego County Assessor/Recorder/County Clerk

Another measure of the downturn in housing is the rate of foreclosures, as well as the companion indices of foreclosures compared to notices of loan default and also compared to deeds recorded. The number of total deeds recorded has fallen significantly since 2003 from 223,087 to a low of 115,540 in 2008 with marginal improvement in 2009 (119,153). Through June 2010, the number of total deeds recorded was 55,421, down from 58,969 in the first half of 2009, reflecting the continued contraction in the housing market overall. At the same time, more property owners than usual have had increasing difficulties in meeting their mortgage payments and retaining home ownership.

In San Diego County, notices from lenders to property owners that they were in default on their mortgage loans increased markedly from 2003 through 2009, and foreclosures rose dramatically from 2003 through 2008 before declining 21% in 2009. Through June 2010, notices of default are down 41% and foreclosures have declined 0.5% compared to the first half of 2009. Foreclosures compared to notices of loan default averaged approximately 11.6% from 2003 through 2005. However, this percentage increased from 2006 to 2008, reaching 57.5% in 2008 and declining to 40.4% in 2009. Foreclosures compared to total deeds recorded averaged 0.3% over the three-year period of 2003, 2004 and 2005, then rose significantly beginning in 2006 and soared to 16.9% in 2008 before declining to 13.0% in 2009.

Although San Diego tourism slowed in 2009, with the number of visitors declining by 4.8% compared to 2008, tourism continued to be a stimulus to the local economy. Total visitor spending was approximately $7.0 billion in 2009, a drop of 12.1% from 2008 total visitor spending. The "Tourism Outlook" for San Diego County in 2010 reflects the perspective of an overall slow recovery nationally and internationally, with an expected increase of 2.0% in total visits in 2010 and a 2.9% increase in visitor spending. However, visitor expenditure levels are anticipated to remain below 2005 levels.

The state of the economy continues to be a drag on the ability of the County to fund and provide many of the services that County residents have come to expect. The revenue and workload impacts along with the strategies being employed by the County to manage the public's resources are described in the pages following that summarize the expenditures, revenues and staffing levels for Fiscal Years 2010-11 and 2011-12 and in the individual Group and department presentations that begin on page 107.

# Governmental Structure and Budget Documents

## Governmental Structure

The County of San Diego is one of 58 counties in the State of California. The basic provisions for the government of the County are contained in the California Constitution and the California Government Code. A county, which is a legal subdivision, is also the largest political division of the State having corporate powers. The California Constitution acknowledges two types of counties - general law counties and charter counties. General law counties adhere to State law as to the number and duties of county elected officials. San Diego County is one of 14 charter counties in California, whereby the county adopts a charter for its own government. A charter, however, does not give county officials any additional authority over local regulations, revenue-raising abilities, budgetary decisions or intergovernmental relations. (Source: California State Association of Counties.)

The Charter of San Diego County provides for:

- The election, compensation, terms, removal and salary of a governing board of five members, elected by district.
- An elected sheriff, an elected district attorney, an elected assessor/recorder/county clerk, an elected treasurer-tax collector, the appointment of other officers, their compensation, terms and removal from office.
- The performance of functions required by statute.
- The powers and duties of governing bodies and all other county officers and the consolidation and segregation of county offices.

The County of San Diego is governed by a five-member Board of Supervisors elected to four-year terms in district, nonpartisan elections. Each board member must reside in the district from which he or she is elected. The Board of Supervisors sets priorities for the County and oversees most County departments and programs and approves their budgets. Per California Government Code §23005, the County may exercise its powers only through the Board of Supervisors or through agents and officers acting under authority of the Board or authority conferred by law. The Board of Supervisors appoints the following officers: the Chief Administrative Officer (CAO), the County Counsel, the Probation Officer and the Clerk of the Board of Supervisors. All other appointive officers are appointed by the CAO. The CAO assists the Board of Supervisors in coordinating the functions and operations of the County; is responsible for carrying out all of the Board's policy decisions that pertain to the functions assigned to that officer; and supervises the expenditures of all departments.

The State Legislature has granted each county the power necessary to provide for the health and well-being of its residents. There are 18 incorporated cities in the County of San Diego and a vast number of unincorporated communities. The County provides a full-range of public services to its residents, including law enforcement, detention and correction, emergency response services, health and sanitation, parks and recreation, libraries and roads. The County also serves as a delivery channel for many State services, such as foster care, public health care and elections. These services are provided by five business Groups (Public Safety, Land Use and Environment, Community Services, Finance and General Government and the Health and Human Services Agency), each headed by a General Manager [Deputy Chief Administrative Officer (DCAO)] who reports to the CAO. Within the Groups, there are four departments that are headed by elected officials - the District Attorney and the Sheriff in the Public Safety Group and the Assessor/Recorder/County Clerk and the Treasurer-Tax Collector in the Finance and General Government Group. An organizational chart for the County can be found on page 4.

## The General Management System

The County's General Management System (GMS) is the framework that establishes and guides the management of County operations and service delivery to residents, businesses and visitors. The County sets goals, prioritizes the use of resources, evaluates performance, ensures cooperation and recognizes accomplishments in a structured and coordinated way. By doing so, the County of San Diego moves away from the negative image of “red tape" and "government bureaucracy" into an organization that values and implements efficiency, innovation and fiscal discipline and one that provides focused, meaningful services to improve lives and benefit the community.

At the heart of the GMS are five overlapping components which ensure that the County asks and answers crucial questions:

**Strategic Planning** asks: *Where do we want to go?* The Strategic Plan looks ahead five years to anticipate significant needs, challenges and risks that are likely to develop and sets goals for the future. Long-range strategic planning requires assessing both where the County is and where it wants to be.

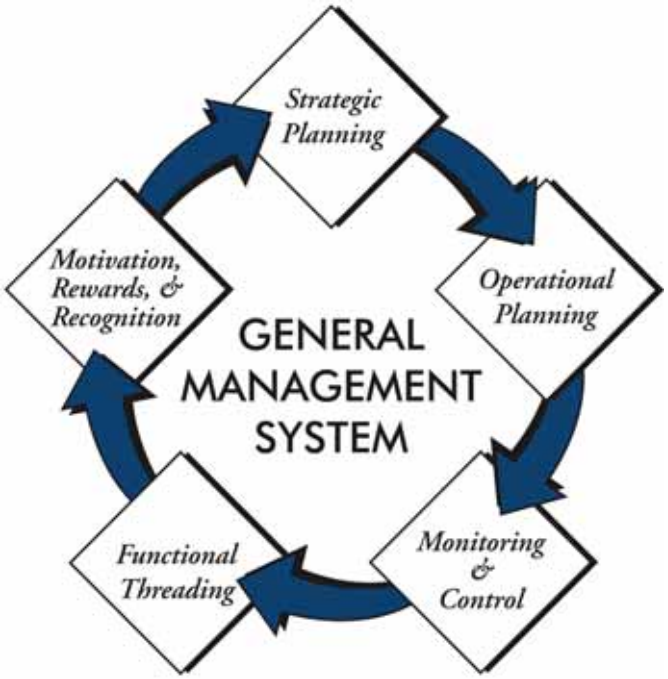
**Operational Planning** asks: *How do we get there from here?* Operational Planning allocates resources to specific programs and services that support the County's long-term goals as articulated in the Strategic Plan over the next two fiscal years. This includes adoption of an annual budget and approval in principle of a second year spending plan.

**Monitoring and Control** asks: *How is our performance?* Monitoring and Control shows whether the County is on track to achieve its goals. The County evaluates its progress at regular intervals and makes necessary adjustments. Progress is evaluated monthly, quarterly and annually.

**Functional Threading** asks: *Are we working together?* Although the County is divided into distinct groups, departments and divisions for operational purposes, the County has many critical functions and goals that cross these organizational lines. Functional threading ensures coordination throughout the organization to pursue shared goals, solve problems, maximize efficiency and exchange information.

**Motivation, Rewards and Recognition** asks: *Are we encouraging excellence?* County employees must embrace the GMS disciplines. This requires setting clear expectations, providing incentives, evaluating performance and recognizing those who meet or exceed expectations. Motivation, Rewards and Recognition encourages individual and group excellence. The Operational Incentive Plans, Departmental Excellence Goals, the Do-It-Better-By-Suggestion (DIBBS) program and department recognition programs are the primary ways the County recognizes employees and encourages excellent performance.

The five GMS components form an annual cycle that is renewed each fiscal year with review of the Strategic Plan and development of a new Operational Plan.




## GMS 2.0

During Fiscal Year 2008-09, the County launched GMS 2.0, an enterprisewide effort that challenges County employees to identify and address the significant changes taking place in the community, economy and world using the GMS framework. Now evolved into GMS 2.1, the initiative emphasizes that everyone in the County workforce shares responsibility for helping the organization adapt to change and move forward in this fast-paced world.

Examples of GMS 2.0/2.1 activities are reflected in employees throughout the workforce actively identifying ways their customers' needs require changes in operations, improving their use of technology tools, expanding their

knowledge base and working to make the County organization a greener, more environmentally-sustainable workplace.

In keeping with the GMS disciplines, the County will continue to look ahead and work aggressively to embrace, adapt to and use the increasingly-fast pace of change to benefit county residents.

## Context for Strategic and Operational Planning

To be effective, the goals that the County sets and the resources that are allocated are consistent with the purpose of the organization. The context for all strategic and operational planning is provided by the County's Mission and Vision. First and foremost, the Strategic Plan sets the course for accomplishing the County's mission:

**To efficiently provide public services that build strong and sustainable communities**

This mission reflects the County's commitment to identify, understand and respond to the critical issues that affect county residents as well as to provide services that help make San Diego County an enjoyable area in which to live.

Achieving its Strategic Initiatives and maintaining operational excellence allows the County to realize its Vision:

**A county that is safe, healthy and thriving**

## Strategic Plan

As noted on the previous page, the GMS outlines how County government will operate to ensure that services are provided in an efficient, effective manner. The first thing the County does to ensure that it operates efficiently and effectively is to develop a long-term (five-year) Strategic Plan that sets forth the County's priorities and what it will accomplish with its resources. The Strategic Plan articulates the organization's external and internal priorities and the goals it will achieve in that period.

The Strategic Plan is developed by the Chief Administrative Officer and the County Executive Team, based on the policies and priorities set by the Board of Supervisors and an enterprisewide review of the issues, risks and opportunities facing the region and the County organization. The County's 2010-15 Strategic Plan is built on three broad, organizationwide goals for the future, known as Strategic Initiatives, which help prioritize specific County efforts and programs and form the basis for allocating resources. Most of what the County does supports at least one of these three **Strategic Initiatives**:

- **Kids** (Improve opportunities for children and families),
- **The Environment** (Manage the region's natural resources to protect quality of life and support economic development) and
- **Safe and Livable Communities** (Promote safe and livable communities).

The Strategic Plan also commits the organization to adhere to eight key internal organizational disciplines (Required Disciplines) that are necessary to maintain a high level of operational excellence and accomplish the Strategic Initiatives. These **Required Disciplines** are:

- **Fiscal Stability** - Maintain fiscal stability to ensure the County's ability to provide services its customers rely on, in good times and in bad.
- **Customer Satisfaction** - Ensure customers are satisfied with the services the County provides, as a key indicator of its operational performance.
- **Regional Leadership** - As a regional leader, forge cooperative partnerships and leverage additional resources for the residents of San Diego County.
- **Skilled, Adaptable and Diverse Workforce** - Develop a committed, skilled, adaptable and diverse workforce that turns plans and resources into achievement and success.
- **Essential Infrastructure** - Provide the essential infrastructure to ensure superior service delivery to county residents.
- **Accountability/Transparency** - Assure accountability to itself and the public by requiring that County business be conducted as openly as possible, resulting in the efficient and ethical use of public funds.
- **Continuous Improvement** - Achieve operational efficiency through continuous efforts to improve and innovate, thereby maximizing value for taxpayers.
- **Information Technology** - Optimize the use of information technology systems as a tool to improve operational efficiency, decision making and service to customers.

To ensure that the Strategic Plan incorporates a fiscal perspective, the CAO, Chief Financial Officer and General Managers annually assess the long-term fiscal health of the County and review a five-year forecast of revenues and expenditures to which all departments contribute. This process leads to the development of preliminary short and medium-term operational objectives and the resource allocations necessary to achieve them.

## Operational Plan

The Operational Plan provides the County's financial plan for the next two fiscal years (e.g., July 1, 2010 through June 30, 2012). However, pursuant to Government Code §29000 et seq., State law allows the Board of Supervisors to formally adopt only the first year of the Operational Plan as the County's budget. The Board approves the second year of the plan in principle for planning purposes. To demonstrate that resources are allocated to support the County's Strategic Plan goals, all program objectives in the Operational Plan and department performance measures are aligned with the Strategic Plan Initiatives and/or the Required Disciplines.

The five business Groups and their respective departments develop specific objectives as part of the preparation of the Operational Plan. Objectives are clear discussions of anticipated levels of achievement for the next two years. They communicate the entity's core services and organizational priorities. The objectives include measurable targets for accomplishing specific goals plus a discussion of the resources necessary to meet those goals. The Operational Plan also details each department's major accomplishments during the past fiscal year as related to achievement of the goals laid out in the County's five-year Strategic Plan.

### Performance Measurement

Since Fiscal Year 2005-06, the County has undertaken an extensive effort to demonstrate performance to citizens through reporting meaningful and uncomplicated performance measures. The focus was shifted from reporting on what was happening to the organization, to what is happening in the lives of citizens, customers and stakeholders because of County services. This effort remains a priority and each department is required to measure performance in terms of outcomes - how they affect peoples' lives - not just a count of the activities they perform. The most significant measures are reflected in this document as part of the respective narrative section of each department's budget presentation.

### Budget Documents

Several documents are produced to aid in budget development and deliberations:

The **CAO Proposed Operational Plan** is a comprehensive overview of the Chief Administrative Officer's (CAO) proposed plan for the County's operations for the next two fiscal years. It is submitted to the Board of Supervisors in mid-May of each year. It includes:

- Summary tables outlining financing sources and expenditures for all County funds, plus an overview of staffing levels.
- A summary of the County's projected reserves, debt management policies and short- and long-term financial obligations.
- A detailed section by Group/Agency and Department/Program describing each entity's functions, mission, prior year accomplishments, operating objectives, staffing by program, expenditures by category, revenue amounts and sources, and performance measures.
- An explanation of the capital program planning process along with a description of the capital projects included in the proposed Operational Plan and the operating impact of the capital projects scheduled for completion during the next two fiscal years.
- Other supporting material including budget summaries and a glossary.

**Public Review and Hearings** — Prior to adopting a budget, the Board of Supervisors conducts public hearings. Pursuant to California Government Code §29081, budget hearings may last for a maximum of 14 calendar days. This process commences with presentations by community organizations that have applied for grant funds available through the Community Enhancement Program. Public hearings on the Operational Plan begin during the first half of June.

All requests for increases to the Proposed Operational Plan, whether they come from Board members, County staff, County advisory boards or members of the public, must be submitted to the Clerk of the Board in writing by the close of public hearings.

**Change Letters** are proposed changes to the CAO Proposed Operational Plan submitted by the CAO and members of the Board of Supervisors. The CAO Change Letter updates the CAO Proposed Operational Plan with information that becomes available after the latter document is presented to the Board of Supervisors. Such modifications may be due to Board actions that occurred subsequent to the submission of the CAO Proposed Operational Plan or recent changes in State or federal funding. The CAO Change Letter typically contains a schedule of revisions by department along with explanatory text.

**Referrals to Budget** are items on which the Board of Supervisors has deferred action during the current fiscal year so that they may be considered in the context of the overall budget. The CAO tracks referrals to budget. As Budget Deliberations approach, the status of each referral

is updated and included in a compilation of all the referrals made throughout the year. This document is submitted to the Board of Supervisors for its review and action during Budget Deliberations.

**Citizen Advisory Board Statements** are the comments of citizen committees on the CAO Proposed Operational Plan.

**Budget Deliberations** — After the conclusion of public hearings, the Board of Supervisors discusses the CAO Proposed Operational Plan, requested amendments and public testimony with the CAO and other County officials as necessary. Based on these discussions, the Board gives direction to the CAO regarding the expenditure and revenue levels to be included in the adopted Operational Plan. Board of Supervisors deliberations are usually completed by the end of June.

**Referrals from Budget** are requests made by the Board of Supervisors during Budget Deliberations for additional information to assist them in making decisions during the fiscal year. The applicable business Group is responsible for providing requested information to the Board of Supervisors.

The **Adopted Operational Plan** shows the Board of Supervisors' adopted budget for the immediate budget year and the plan approved in principle for the following year. The Adopted Operational Plan is an update of the CAO Proposed Operational Plan reflecting revisions made by the Board of Supervisors during Budget Deliberations. Unlike the CAO Proposed Operational Plan, which displays the two prior years' adopted budgets and the proposed amounts for the two upcoming years, the Adopted Operational Plan provides perspective by displaying actual expenditures and revenue at the Group/Agency and Department level for the two prior fiscal years, as well as the adopted and amended budget for the immediate prior fiscal year. The amended budget for each department is the budget at the end of the fiscal year. It reflects the adopted budget plus any amounts carried forward from the previous year through the encumbrance process and any changes that were authorized during the year. Any budget-to-actual comparisons are best made using the amended budget as a base.

*Note on Actual General Purpose Revenue and Use of Fund Balance in departmental tables* - Each department's budget table shows the funding sources for its programs for the indicated budget years, including various categories of program revenues, fund balance, reserve/designation decreases and General Purpose Revenue Allocation. For any given budget year, the amount of the general purpose revenue allocation is intended to be fixed, meaning that the amount is anticipated to be the same for the adopted budget, the amended budget and the actuals. Exceptions are made due to unique one-time events. In the case of the use of fund balance, the amount in the actual column may be either positive or negative. The sum of the actual fund balance, any reserve/designation decreases and the general purpose revenue allocation equals the total amount of non-program revenue funding sources used to support the actual expenditures of the department.

**Budget Modifications** — State Law permits modifications to the adopted budget during the year with approval by the Board of Supervisors or, in certain instances, by the Chief Financial Officer. There are two options for requesting a mid-year budget adjustment from the Board of Supervisors:

- **Board of Supervisors Regular Agenda Process** — Budget modifications are generally made due to unforeseen and program-specific changes. In compliance with Government Code §29130, increases in appropriations require a four-fifths vote by the Board of Supervisors after the budget is adopted.

  Such changes could include requests for additional appropriations as a result of additional revenues for specific programs or a contract modification. Items placed on the agenda that have a fiscal or budgetary impact are reviewed and approved by the Chief Financial Officer. Contract modifications also require the approval of the Purchasing Agent. County Counsel reviews and approves all Board letters.
- **Quarterly Status Reports** — The CAO provides a quarterly budget status report to the Board of Supervisors that may also recommend appropriation changes to address unanticipated needs or make technical adjustments to the budget. These reports are placed on the Board of Supervisors regular agenda and are also posted on the Auditor and Controller's Web site.

# Financial Planning Calendar - 2010-11 Target Dates

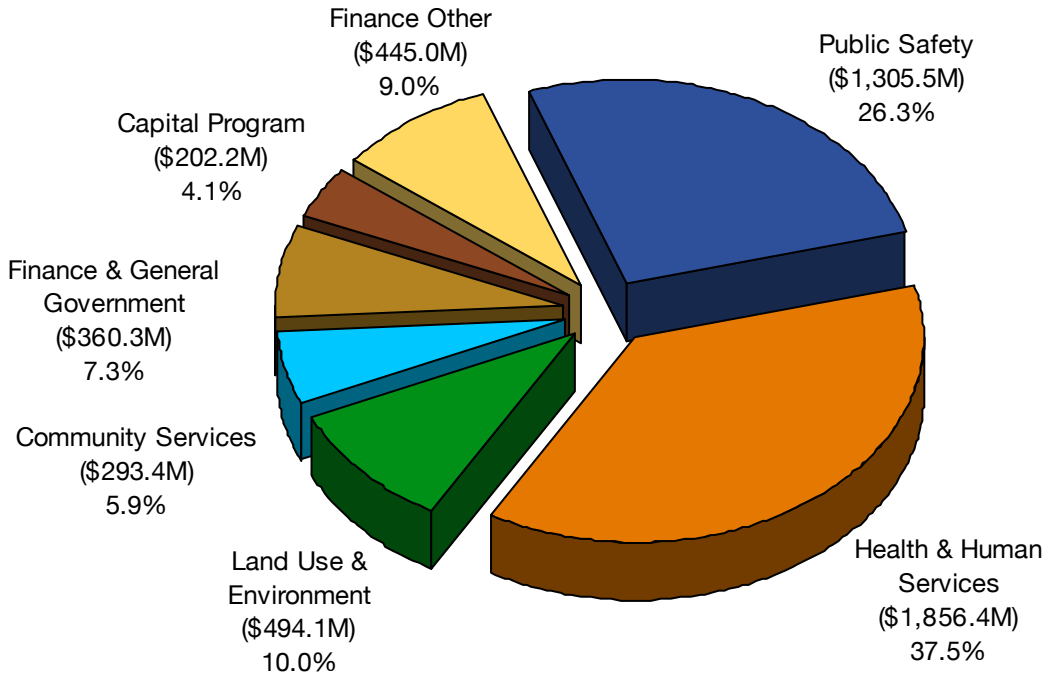
| | |
|---|---|
| **Feb 1** | Narrative Instructions for Operational Plan issued by Office of Financial Planning (OFP) |
| **Feb 9** | Budget Instructions for Operational Plan issued by OFP |
| **Feb 11** | Budget database opens for Operational Plan development |
| **Mar 5** | Due date for departments to submit draft Anticipated Accomplishments, Objectives and Performance Measures sections of narratives to OFP; send copy to Group Finance Director (GFD) |
| **Mar 19** | Budget database closed to departments to enable Groups to review |
| **Mar 29** | Deadline for departments to submit their changes from current year adopted budget plus their final Anticipated Accomplishments, Objectives and Performance Measures sections of narratives |
| **Apr 2** | Budget database closed to Groups |
| **Apr 12** | Deadline for Groups to have all department narratives reviewed and submitted to OFP |
| **Apr 26** | Draft copy of balanced CAO Proposed Operational Plan sent to Chief Administrative Officer (CAO), Assistant CAO, Chief Financial Officer (CFO) and General Managers |
| **May 3** | CAO Proposed Operational Plan docketed and released to the Board of Supervisors and public |
| **May 10** | Change Letter Instructions issued by OFP and budget database opens for modifications |
| **May 11** | Board of Supervisors accepts CAO Proposed Operational Plan |
| **May 24** | Department Change Letter narratives due to Group for review |
| | Referrals to Budget sent to Groups by OFP |
| **May 28** | Budget Change Letter database closed to Groups |
| **Jun 4** | Deadline for Groups to have all departments' Change Letter narratives reviewed and submitted to OFP |
| **Jun 11** | Deadline for Groups to submit responses to Referrals to Budget to OFP |
| **Jun 14-23** | Public Hearings on CAO Proposed Operational Plan (10 calendar days) |
| **Jun 23** | Last day for Citizen Advisory Committees to submit statements to the Clerk of the Board |
| | The CAO Change Letter to be filed with the Clerk of the Board; all other proposals from Board members or the public to increase the CAO Proposed Operational Plan are due to the Clerk of the Board |
| **Jun 29-30** | Board Budget Deliberations and approval of the 2010-12 Operational Plan |
| **Aug 3** | Board of Supervisors adopts Fiscal Year 2010-11 Budget |

# All Funds: Total Appropriations

## Total Appropriations by Group/Agency

Appropriations total $4.96 billion in the Adopted Budget for Fiscal Year 2010-11 and $4.47 billion for Fiscal Year 2011-12. This is a decrease of $51.2 million (-1.02%) for Fiscal Year 2010-11 from the Fiscal Year 2009-10 Adopted Budget. Looking at the Operational Plan by Group/Agency, appropriations decrease in Public Safety, Health and Human Services, Community Services, Finance and General Government, and Finance Other, while they are increasing in Land Use and Environment and the Capital Program.

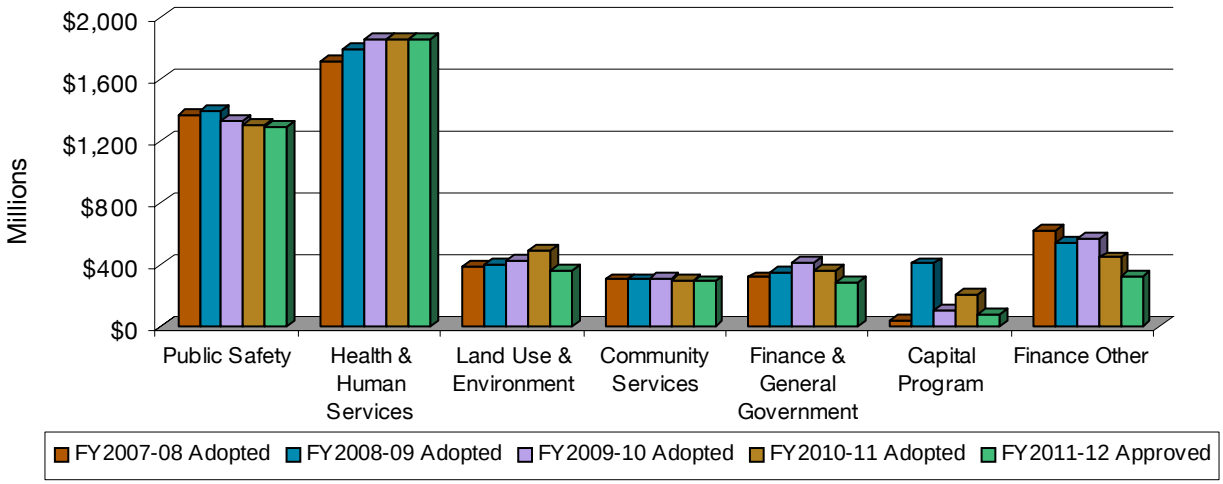
**Total Appropriations by Group/Agency**
**Fiscal Year 2010-11: $4.96 billion**




The pie chart above shows each Group/Agency's share of the Fiscal Year 2010-11 Adopted Budget, while the bar chart and table on the following page compare the Fiscal Years 2010-11 and 2011-12 appropriations to the three prior fiscal years. An overview of the County's Operational Plan for Fiscal Year 2010-11 is presented below by Group/Agency that highlights changes and key areas of emphasis. Appendix A: All Funds - Budget Summary provides a summary of expenditures and financing sources by account group for the entire County and for each Group and the Agency. More detail by department begins on page 107.

Note: In charts, the sum of individual percentages may not total 100.0% due to rounding. Also, in tables, the sum of individual figures within a column may not equal the total for that column due to rounding.

## Total Appropriations by Group/Agency
### Fiscal Years 2007-08 Through 2011-12




Total Appropriations by Group/Agency (in millions)

| | Fiscal Year 2007-08 Adopted Budget | Fiscal Year 2008-09 Adopted Budget | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|
| Public Safety | $ 1,366.0 | $ 1,388.9 | $ 1,330.5 | $ 1,305.5 | $ 1,285.1 |
| Health & Human Services | 1,712.1 | 1,797.7 | 1,860.9 | 1,856.4 | 1,856.0 |
| Land Use & Environment | 384.1 | 399.8 | 427.2 | 494.1 | 355.9 |
| Community Services | 303.3 | 303.7 | 313.3 | 293.4 | 290.7 |
| Finance & General Government | 315.6 | 350.6 | 407.2 | 360.3 | 286.7 |
| Capital Program | 34.1 | 406.2 | 99.7 | 202.2 | 82.1 |
| Finance Other | 616.6 | 541.2 | 569.4 | 445.0 | 317.8 |
| Total | $ 4,731.7 | $ 5,188.1 | $ 5,008.2 | $ 4,957.0 | $ 4,474.3 |

**Public Safety Group (PSG) —** A net decrease of 1.9% or $25.0 million from the Fiscal Year 2009-10 Adopted Budget. Resource reductions in local revenues and in State funding require continuing changes to the method of service delivery to increase efficiency, reductions in administrative and support functions and a decrease in discretionary services available. All mandated services are maintained.

Major changes include:

- Reductions to supervision services for adult probation offenders with substance abuse service needs due to the elimination of State funding for Proposition 36, *Substance Abuse and Crime Prevention Act of 2000*.
- Reductions in services to youth at risk of involvement in the juvenile justice systems.
- A more efficient staffing model for juvenile camps, which also results in a reduction in 30 beds available as a custody alternative.
- A further reduction of overtime costs in the Sheriff's department, totaling a 24% reduction over two years.
- Reductions in Court Security services due to a reduction in State funding.
- An increase in the length of prosecution investigations, time for case preparation and time to bring felony and

misdemeanor cases to completion; the prosecution of these cases, however, will remain a priority.

- The opportunity to provide enhanced law enforcement services on the Southern border, including the Border Crime Suppression Team and the Regional Cross Border Violence Project, services in the north county through the Street Narcotics/Gang Investigation Program, probation resources to participate in the Fugitive and Sexual Assault Felony Enforcement task forces, and funds to further develop evidence based probation supervision practices, with funds available through the American Recovery and Reinvestment Act of 2009 (ARRA).

Although significant service impacts are noted above, the departments within the Public Safety Group will continue to provide core services, supporting safe and livable communities for the residents of San Diego County, as well as an efficient and responsive criminal justice system.

Key areas of focus include:

- Keeping communities safe through regional leadership and partnerships in public safety and criminal justice, including initiatives which break the cycle of criminal recidivism, protect the public, and focus on the successful reentry of offenders into the community upon leaving incarceration.
- Continuing to strengthen the County's ability to respond to an emergency.
- Maintaining adequate Sheriff patrol staffing to achieve performance goals for response time for priority calls.
- Promoting the well-being of children and the self-sufficiency of families through the success of the child support program.
- Focusing on efficiency, performance results and evidence-based practices to identify the most effective and efficient public safety strategies to sustain critical public safety services with reduced resources.

**Health and Human Services Agency (HHSA)** — A net decrease of 0.2% or $4.5 million from the Fiscal Year 2009-10 Adopted Budget. The net decrease is associated with reductions due to State cutbacks and the struggling economy, and the return of Child Care Stages II/III and the Alternative Payment Program child care services to the State, offset by increases in payments for CalWORKs Assistance, Aid to Adoptive Children providers, In-Home Supportive Services providers and contracts for the Communities Putting Prevention to Work (CPPW) Initiative funded with a Centers for Disease Control (CDC) ARRA grant.

This marks the first time since the inception of the Agency that the budget declined from the prior year. The Agency faces over $70 million in funding challenges for the second consecutive year associated with the struggling economy and State budget cuts. Rising demands for services compound the financial challenge. Furthermore, in Fiscal Year 2010-11, the State enters its tenth year of failure to fund the cost of doing business.

In anticipation of these funding challenges, HHSA has been developing long range plans that align anticipated ongoing funding with core, essential services that support the Agency's vision and strategic priorities. As in the past, HHSA continues to work with advisory boards and other key stakeholders in these efforts.

Key areas of focus include:

- Rolling out the County's Strategy Agenda for Health to improve services through four overarching strategies - changing the culture within, supporting healthy choices, pursuing policy changes for a healthy environment, and building a better system.
  - Implementing year one of the two-year Communities Putting Prevention to Work initiative, from the Centers for Disease Control and Prevention ARRA grant.
  - Implementing year two of the three-year Nutritional Security Plan.
- Supporting critical core services by:
  - Developing an approach to increase safe communities, supporting the County's strategic plan.
  - Pursuing innovation to improve services, including a minimum of four continuous improvement projects.
  - Putting into operation economic reality plans and management controls initiatives for fiscal responsibility and integrity.
  - Implementing viable, cost effective options identified in In-Home Supportive Services reform activities.
  - Leading the nation in the movement toward national public health accreditation by completing the beta test process of the Public Health Accreditation Board. The County of San Diego is the only California jurisdiction to participate in this process.

**Land Use and Environment Group (LUEG) —** A net increase of 15.7% or $66.9 million over the Fiscal Year 2009-10 Adopted Budget. Significant increases include Proposition 1B, *Transportation Bond Act*, funding for projects in the Road Fund, replacement reserves for the Spring Valley and Lakeside Sanitation Districts, one-time funding to augment fire protection services in the region and the rebudgeting of one-time appropriations for the Business Case Management System. Significant decreases

include a reduction in salaries and benefits due to a reduction in staffing levels, and a reduction in capital assets equipment due to a projected decrease in requirements.

Key areas of focus include:

- Continuing Business Process Reengineering efforts.
- Protecting San Diego County's $1.5 billion agricultural industry from damaging pests, noxious nonnative weeds and diseases.
- Reducing the risk of structure loss during wildfires and increasing wildland fire protection for residents living within the unincorporated areas of the county through land use policies, regulations and improved fire protection and emergency response.
- Completing required toxic air contaminant emission health risk assessments to verify compliance of new and expanding businesses with health risk standards.
- Protecting public health and helping to prevent disease via education and awareness of vector-borne diseases and proper disposal of household hazardous, electronic and universal waste.
- Expanding and protecting park resources, improving infrastructure and acquiring additional parkland throughout the county.
- Preserving and enhancing the quality of life for county residents by implementing habitat conservation programs such as the Multiple Species Conservation Program, Special Area Management Plan and Resource Management Plans.
- Awarding and managing construction contracts for road improvement projects in various county communities to enhance safety and improve traffic flow.
- Protecting and preserving the county's water quality and watersheds.
- Improving land development customer service and streamlining permit processing.

**Community Services Group (CSG) —** A net decrease of 6.3% or $19.9 million from the Fiscal Year 2009-10 Adopted Budget. The decrease is mainly due to the alignment of County Library resources to available funding, the nonrecurrence of one-time funding that was included in the Fiscal Year 2009-10 Adopted Budget for the Documentum End Users License Agreement and for Housing and Community Development programs. Other significant decreases are in salaries and benefits due to a reduction in staffing levels and in the capital assets equipment account, from a reduction in the planned acquisition of replacement vehicles in the Fleet Internal Service Fund.

Key areas of focus include:

- Conducting the November 2010 Gubernatorial General Election.
- Opening new libraries in Fallbrook, Ramona and Lincoln Acres.
- Library information technology projects that will provide self-check stations for staff and patrons and automation of back-office work to improve customer service.
- Savings in the purchase and contracting of goods and services for all County departments through innovative procurement methods.
- Maintenance and repair of existing County facilities and construction of new facilities at the County Operations Center and the San Pasqual Academy.
- Improving animal shelters and the medical treatment of animals to make them adoptable sooner.
- Implementing programs in the County Redevelopment Agency to assist with the financing of a new Lakeside fire station, to support the development of the San Diego River Trail and enhance runway safety at Gillespie Field.

**Finance and General Government Group (FGG) —** A net decrease of 11.5% or $46.9 million from the Fiscal Year 2009-10 Adopted Budget. The decrease is mainly due to the nonrecurrence of one-time information technology costs included in the prior year budget to support the upgrade of core financial and human resource software applications. This decrease also reflects expenditure reductions due to decreased available funding levels. However, these decreases are offset by increased funding for nonrecurring one-time information technology initiatives including server consolidation/virtualization, upgrade of the Internet/intranet portal, enhancements to the Web integrated property tax payment system, and replacement of the legal case management system. Salaries and benefits increase overall because of the negotiated increases in salaries and benefits, but the amount also reflects a decrease of 16.50 staff years.

Key areas of focus include:

- Maintaining the County's fiscal stability through active monitoring of economic conditions, sound accounting, auditing, budgetary practices and management discipline, including continued assurance of accountability and transparency in the use of federal economic stimulus funds.
- Maintaining a robust, diverse and adaptable workforce.
- Aggressively pursuing opportunities to restructure the County's debt portfolio to maximize taxpayer savings.

- Maintaining a strong Treasurer's Investment Pool.
- Developing a new Integrated Property Tax System.
- Completing upgrades to the County's key financial and human resource systems.
- Modernizing the Recorder/County Clerk systems for improved customer service and to allow for electronic recording.
- Replacement of the existing legal case management system.
- Providing the highest quality legal services to the Board of Supervisors and County departments.
- Maintaining the investment in modern information technology.

**Capital Program —** A net increase of $102.5 million (102.8%) from the Fiscal Year 2009-10 Adopted Budget. The amount budgeted in the Capital Program can vary significantly from year to year. The Fiscal Year 2010-11 Capital Program includes:

- $119.8 million for the County Operations Center and Annex Redevelopment - Phase 1B project (COC Phase 1B project).
- $55.0 million for the Women's Detention Facility replacement project.
- $10.0 million for land acquisition for the Multiple Species Conservation Program (MSCP).
- $1.25 million for the Juvenile Probation Complex Parking Expansion project.
- $2.5 million for the Sweetwater Lane Park synthetic turf project.
- $1.5 million for Sweetwater Regional Park energy upgrades.
- $1.3 million for the Agua Caliente Park water, sewer and electrical line replacement project.
- $0.5 million for the Animal Services South Shelter Cat Housing Facility replacement project.
- $0.2 million for the multi-purpose barn at the Animal Services South Shelter.
- $0.25 million for the Lakeside Community Center Photovoltaic System project.
- $0.25 million for the Fallbrook Community Center Photovoltaic Improvements project.

The $55.0 million for the Women's Detention Facility replacement project is funded from General Purpose Revenue (GPR) (see page 64). The COC Phase 1B project is funded by $20.0 million of GPR and $99.8 million of General Fund fund balance. Both the Lakeside Community Center Photovoltaic System project and the Fallbrook Community Center Photovoltaic Improvements project will be offset by funds from ARRA. All of the other capital projects listed above will be funded by General Fund fund balance.

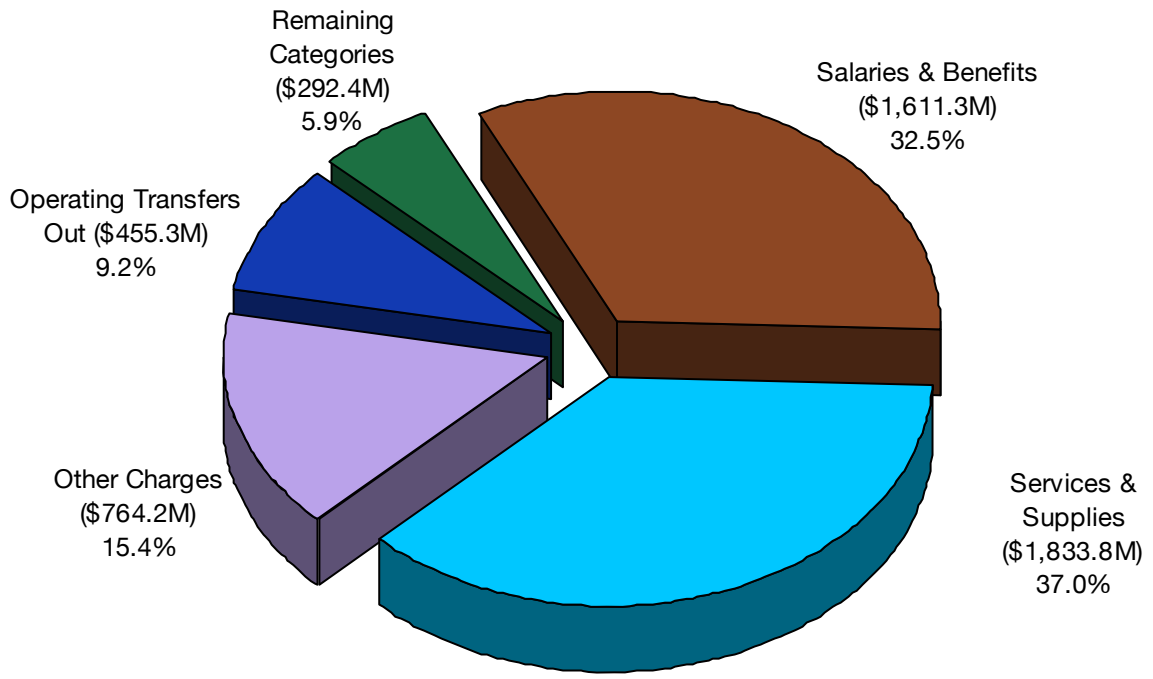
Appropriations are also included in the Edgemoor Development Fund to pay debt service on the 2005 and 2006 Edgemoor Certificates of Participation and other costs to maintain the Edgemoor property.

**Finance Other —** A net decrease of $124.4 million or 21.9% from the Fiscal Year 2009-10 Adopted Budget. Many of the appropriations in this group vary little from year to year, but some appropriations reported here are one-time and can fluctuate significantly. One-time appropriations in Fiscal Year 2009-10 included $100.0 million to pay off the Series B (variable rate) portion of the County's 2008 Pension Obligation Bond refunding and the creation of a $100.0 million fund balance Designation for Economic Uncertainty. A significant area of expenditure for Fiscal Year 2010-11 is in the general fund contribution to the Capital Program wherein $192.0 million is budgeted for several projects as discussed above. See page 489 for the details of the budget for Finance Other.

## Total Appropriation by Category of Expenditure

The pie chart below shows the Adopted Budget broken down by category of expenditure. As noted previously, the Fiscal Year 2010-11 Adopted Budget is decreasing overall by $51.2 million from the Fiscal Year 2009-10 Adopted Budget and decreasing further by $482.7 million in Fiscal Year 2011-12.

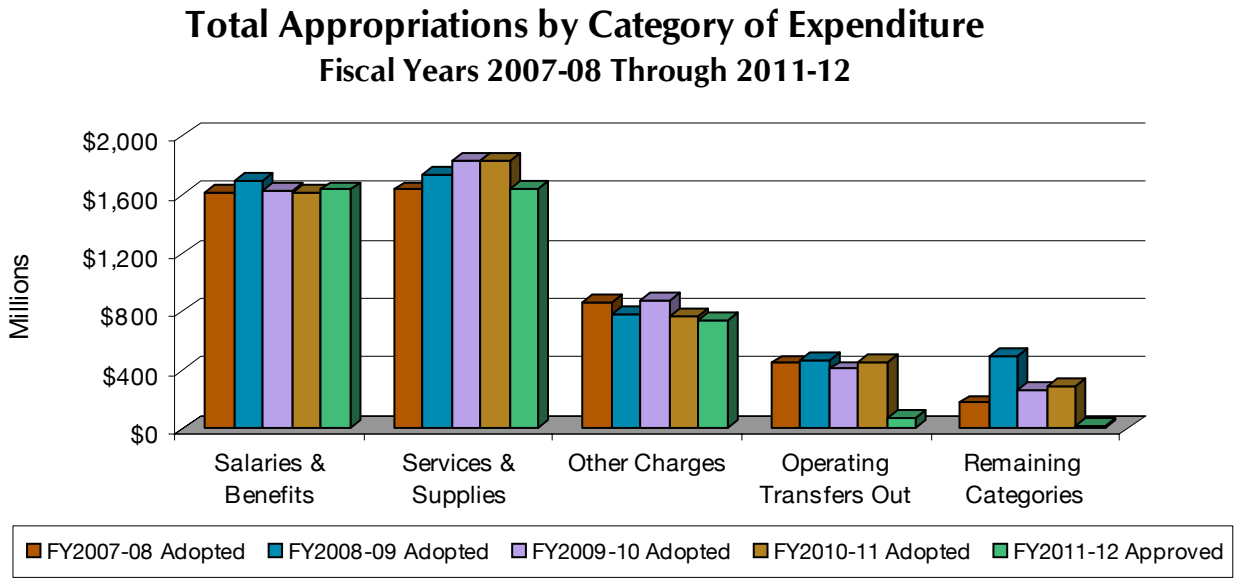
**Total Appropriations by Category of Expenditure**
**Fiscal Year 2010-11: $4.96 billion**




The changes by category are summarized as follows:

- **Salaries and Benefits** are decreasing overall by $18.0 million (-1.1%). The primary drivers of this change include the deletion of 572.75 staff years, a negotiated 2% increase in base pay effective July 2010, a negotiated 5% increase in the flexible benefit credit effective January 2011, and an increase in unemployment insurance costs. Significant staff reductions are necessary due to insufficient revenues or declines in the demand for services (see various department sections for a discussion of these changes). In Fiscal Year 2011-12, the increase of $23.2 million (+1.4%) is primarily because of anticipated higher retirement contribution requirements and the full year effect of the flexible benefit credit increase that will take effect in January 2011. It also reflects a further decrease of 28.25 staff years. See Total Staffing on page 44 for a summary of staffing changes by business group.
- **Services and Supplies** are decreasing by a net of $2.9 million or 0.1%. This category accounts for expenditures for items such as office supplies, contracted services, facility leases, facility maintenance, minor equipment, utility usage, services provided by internal service funds and various other requirements. While individual accounts are increasing or decreasing by varying amounts, the most significant changes include an increase of $21.5 million for contracted road services based on revenue from a Proposition 1B, *Transportation Bond Act*, allocation

from the State, and a decrease of $38.0 million because of the nonrecurrence of appropriations for one-time funding of the Enterprise Resource Planning (ERP) system upgrades. A decrease of 10.4% is shown for Fiscal Year 2011-12, dropping primarily because of one-time expenditures occurring in Fiscal Year 2010-11.




Total Appropriations by Category of Expenditure (in millions)

| | Fiscal Year 2007-08 Adopted Budget | Fiscal Year 2008-09 Adopted Budget | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|
| Salaries & Employee Benefits | $ 1,613.2 | $ 1,691.6 | $ 1,629.3 | $ 1,611.3 | $ 1,634.5 |
| Services & Supplies | 1,636.0 | 1,741.7 | 1,836.6 | 1,833.8 | 1,644.0 |
| Other Charges | 863.4 | 785.7 | 874.7 | 764.2 | 743.3 |
| Operating Transfers Out | 446.2 | 472.7 | 407.1 | 455.3 | 333.7 |
| Remaining Categories: | | | | | |
| *Capital Assets/Land Acquisition* | 49.4 | 421.7 | 101.3 | 204.8 | 75.4 |
| *Capital Assets Equipment* | 32.1 | 24.9 | 27.2 | 23.4 | 17.7 |
| *Exp Transfer & Reimbursements* | (19.0) | (19.7) | (20.5) | (20.0) | (20.1) |
| *Contingency Reserves* | 24.1 | 24.4 | 22.7 | 22.1 | 22.1 |
| *Reserve/Designation Increase* | 57.9 | 4.1 | 100.3 | 33.4 | 0.0 |
| *Management Reserves* | 28.5 | 41.2 | 29.6 | 28.7 | 23.8 |
| Total | $ 4,731.7 | $ 5,188.1 | $ 5,008.2 | $ 4,957.0 | $ 4,474.3 |

- **Other Charges** are decreasing by $110.6 million or 12.6%. This category includes items such as aid payments, debt service payments, interest expense, right-of-way easement purchases and various other payments including contributions to trial courts and grants to organizations participating in the Community Enhancement and the Neighborhood Reinvestment Programs. The decrease is primarily due to the nonrecurrence of one-time appropriations that were included in the Fiscal Year 2009-10 Operational Plan for the prepayment of outstanding variable rate Pension Obligation Bonds. A further decrease is due to the return of the Child Care Stage II/III program to the State. Appropriations are added for CalWORKs assistance payments based on caseload growth. A net decrease of 2.7% is projected in Fiscal Year 2011-12.
- **Operating Transfers Out**, the accounting vehicle for transferring the resources of one fund to pay for activities in another, is increasing by $48.3 million or 11.9%. The most significant increase is for funding for Phase 1B of the County Operations Center (COC) and Annex Redevelopment project ($119.8 million). This is offset by a reduction in the amount of revenues available in the Proposition 172, *Local Public Safety Protection and Improvement Act of 1993*, special revenue fund for transfer to the General Fund as a result of lower projected sales tax revenues in Fiscal Year 2010-11 (-$25.0 million); the nonrecurrence of a one-time prepayment of the outstanding 2008 Series B1-B2 Taxable Pension Obligation Bonds in Fiscal Year 2009-10 (-$24.1 million); the different mix and dollar value of capital projects being funded in the budget year compared to Fiscal Year 2009-10 (-$14.6 million); the nonrecurrence of a transfer from the General Fund to the Purchasing and Contracting ISF related to document management system upgrades in Fiscal Year 2009-10 (-$5.0 million); the termination of General Fund support for the Library Fund (-$2.3 million); and miscellaneous other changes (-$0.5 million). A decrease of $121.6 million or 26.7% is projected for Fiscal Year 2011-12 and is due to the nonrecurrence of one-time items from the prior year.
- **Capital Assets/Land Acquisition**, which includes capital improvement projects and property acquisitions, is increasing by $103.5 million or 102.2% from Fiscal Year 2009-10. Appropriations vary from year to year depending upon the cost of the projects being funded. Of the $204.8 million budgeted for Fiscal Year 2010-11, $192.5 million is for projects in the Capital Program, with the remainder for projects in the Airport Enterprise Fund, and in the Alpine, Lakeside and Spring Valley sanitation districts.

  The Fiscal Year 2010-11 Capital Program includes $119.8 million for Phase 1B of the County Operations Center and Annex Redevelopment project, $55.0 million in additional seed money for a new Women's Detention Facility, and $10 million for land acquisition for the Multiple Species Conservation Program (MSCP). In addition, a total of $7.7 million is for various other projects at sites including: Sweetwater Regional Park, Sweetwater Lane Park, Agua Caliente Park, Department of Animal Services' South Shelter, Lakeside and Fallbrook Community Centers and at the Juvenile Probation Complex in Kearny Mesa. Of the $75.4 million planned for Fiscal Year 2011-12, $70.0 million is for the new Women's Detention Facility, $2.5 million is for MSCP land acquisition and the remainder is for projects in the Alpine, Lakeside and Spring Valley sanitation districts.
- **Capital Assets Equipment** is decreasing by $3.8 million or 13.9% from last year. This account primarily includes routine internal service fund purchases of replacement vehicles and heavy equipment. It may also include appropriations for information technology hardware and communications equipment. Amounts may vary from year to year. The projected vehicle and heavy equipment replacement needs are down for Fiscal Year 2010-11. Further, the Fiscal Year 2009-10 budget included appropriations for some grant funded information technology equipment that will not recur in Fiscal Year 2010-11. A further decrease of $5.7 million is expected for Fiscal Year 2011-12.
- **Expenditure Transfers and Reimbursements** are decreasing by $0.5 million or 2.4%. Activity in this account reflects the transfer of expenses to another department within the same fund for services provided. A transfer can occur because a department's funding source requires the expenses to be recorded in that department for revenue claiming purposes, although the actual services are being provided by another department.

  The Expenditure Transfers and Reimbursement accounts are negative amounts to avoid the duplication of expenditures. One significant example is the agreement between the Health and Human Services Agency (HHSA) and the District Attorney for Public Assistance Fraud investigation services. The District Attorney investigates and prosecutes suspected fraudulent public assistance cases for HHSA. The District Attorney offsets the budgeted expenses with a negative amount in the Expenditure

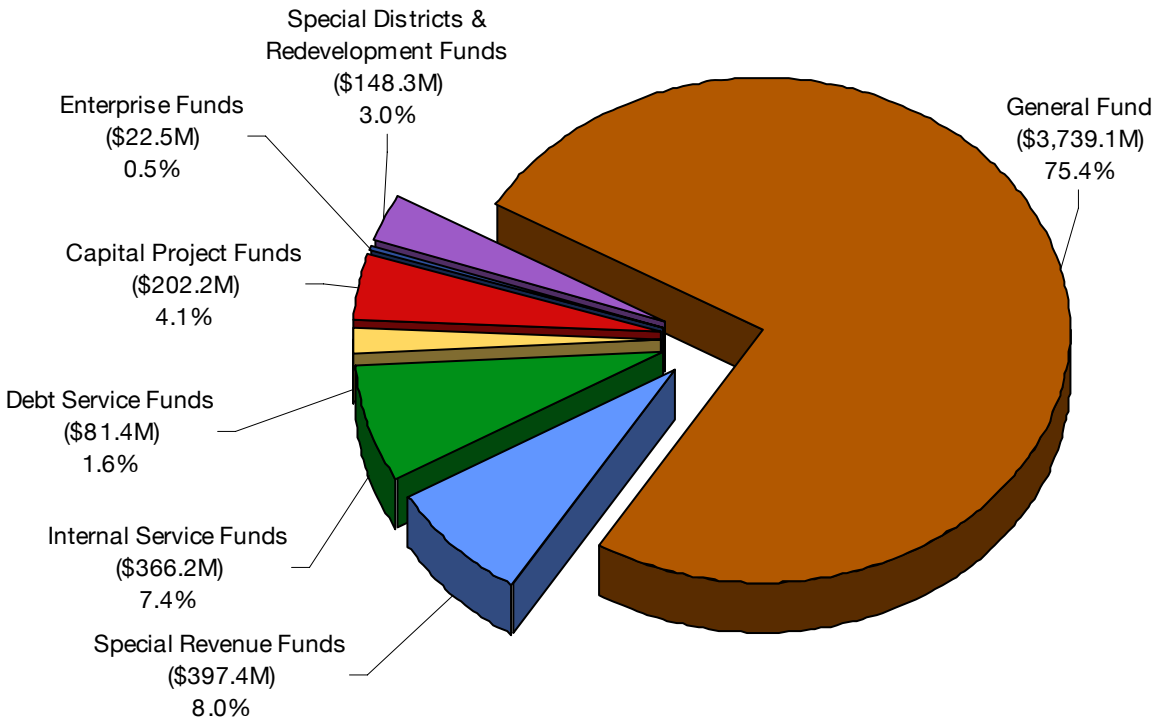
Transfers and Reimbursements account. HHSA budgets the expense for that activity in a Services and Supplies account offset by the appropriate State or federal revenue account. An increase of $0.1 million in Fiscal Year 2011-12 is for the District Attorney's Public Assistance Fraud investigation services.

- **Contingency Reserves** are appropriations that are set aside for unanticipated needs during the year. In Fiscal Year 2010-11, three funds have a contingency reserve. The General Fund contingency reserve remains at $20.0 million. See the discussion of the General Fund Contingency Reserve in the Finance Other section beginning on page 490. The Employee Benefits Internal Service Fund contingency reserve increases to $2.0 million from $1.4 million in Fiscal Year 2009-10. The Fleet Internal Service Fund contingency reserve is budgeted at $0.1 million, which is unchanged from Fiscal Year 2009-10. Contingency reserves in four Parkland Dedication funds were removed.
- **Reserve/Designation Increase** can vary from year to year depending upon the need to set aside fund balance for specific future uses. Fiscal Year 2010-11 includes increases to Replacement Reserves for the Spring Valley Sanitation Maintenance and Operation District ($15.3 million), for the Lakeside Sanitation Maintenance and Operation District ($16.6 million), and for the Wintergardens Sewer Maintenance District ($0.2 million). A $1.3 million fund balance designation increase is budgeted in order to set aside funds for the Registrar of Voters for the primary election in 2012.
- **Management Reserves** are decreasing by $0.8 million or 2.8%. The level of Management Reserves can vary from year to year. They are used to fund one-time projects or to serve as a prudent cushion for revenue and economic uncertainties at the Group/Agency or department level.

## Total Appropriations by Fund Type

The financial transactions of the County are recorded in individual funds and account groups. The State Controller prescribes uniform accounting practices for California counties. Various revenue sources are controlled and spent for purposes that require those funds to be accounted for separately. Accordingly, the funds/fund types described below provide the basic structure for the Operational Plan. Appendix B: Budget Summary and Changes in Fund Balance provides expenditure amounts for County funds by Type of Fund and by Group/Agency. (See also "Measurement Focus and Basis of Accounting" on page 91).

**Total Appropriations by Fund Type**
**Fiscal Year 2010-11: $4.96 billion**



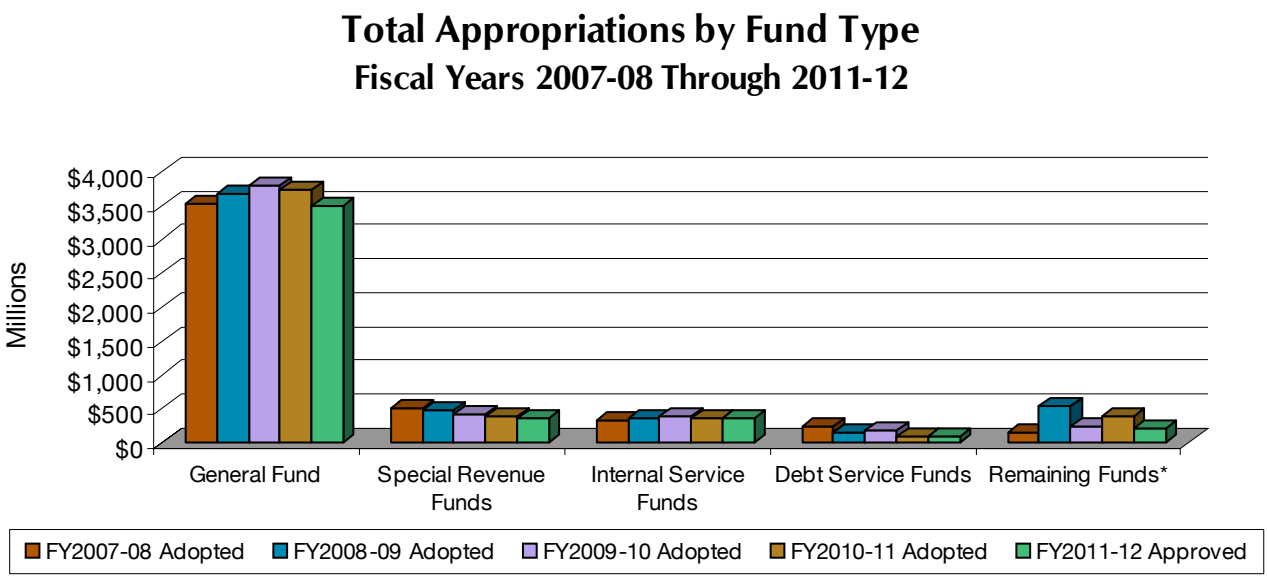

## Governmental Fund Types

The **General Fund** accounts for all financial resources except those required to be accounted for in another fund. The General Fund is the County's primary operating fund.

**Special Revenue Funds** account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects). Examples include Road, Library, Asset Forfeiture and Proposition 172 Special Revenue funds.

**Debt Service Funds** account for the accumulation of resources for and the payment of principal and interest on general long-term debt. The Debt Service Funds include bond principal and interest payments and administrative expenses for Pension Obligation Bonds. A discussion of long and short-term financial obligations can be found on page 83.

**Capital Projects Funds** account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).




* Remaining Funds include Capital Project Funds, Enterprise Funds and Special Districts & Redevelopment Funds.

Total Appropriations by Fund Type (in millions)

| | Fiscal Year 2007-08 Adopted Budget | Fiscal Year 2008-09 Adopted Budget | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|
| General Fund | $ 3,520.9 | $ 3,679.5 | $ 3,790.0 | $ 3,739.1 | $ 3,493.8 |
| Special Revenue Funds | 491.8 | 464.9 | 422.0 | 397.4 | 354.0 |
| Internal Service Funds | 333.5 | 353.9 | 374.7 | 366.2 | 343.7 |
| Debt Service Funds | 234.5 | 152.3 | 183.5 | 81.4 | 81.4 |
| Capital Project Funds | 34.1 | 406.2 | 99.7 | 202.2 | 82.1 |
| Enterprise Funds | 29.4 | 30.3 | 24.4 | 22.5 | 19.7 |
| Special Districts & Redevelopment Funds | 87.5 | 101.1 | 114.0 | 148.3 | 99.6 |
| Total | $ 4,731.7 | $ 5,188.1 | $ 5,008.2 | $ 4,957.0 | $ 4,474.3 |

## Proprietary Fund Types

**Internal Service Funds** account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis. Examples include the Facilities Management, Fleet, Purchasing and Contracting, Employee Benefits, Public Liability and Information Technology Internal Service Funds.

**Enterprise Funds** account for any activity for which a fee is charged to external users for goods or services. Enterprise funds are also used for any activity whose principal external revenue sources meet any of the following criteria:

- Issued debt is backed solely by fees and charges.
- Cost of providing services must legally be recovered through fees and charges.
- Government's policy is to establish fees or charges to recover the cost of provided services.

Examples include the Airport and Sanitation District Funds.

## Special Districts & Redevelopment Funds

**Special Districts** are separate legal entities governed by the Board of Supervisors that provide for specialized public improvements and services deemed to benefit properties and residents financed by specific taxes and assessments. The special districts provide authorized services such as air pollution control, sanitation, flood control, road, park, lighting maintenance, fire protection or ambulance service to specific areas in the county.

**Redevelopment Funds** provide a method of eliminating slums and blighted areas, improving housing, expanding employment opportunities and providing an environment for the social, economic and psychological growth and well-being of all citizens of the county. They are used to account for the proceeds of redevelopment area incremental taxes, interest revenues and temporary loans. Redevelopment project expenditures, in accordance with California community redevelopment law, include redevelopment planning, design, improvement costs, professional services and administrative costs.

## Appropriations Limits

Spending limits for the County are governed by the 1979 passage of California Proposition 4, *Limitation of Government Appropriations* (Article XIII B of the California Constitution, commonly known as the Gann initiative or Gann Limit). Proposition 4 places an appropriations limit on most spending from tax proceeds.

The limit for each year is equal to the prior year's spending with upward adjustments allowed for changes in population and the cost of living. Most appropriations are subject to the limit. However, Proposition 4 and subsequently Proposition 99 (1988), *Tobacco Tax and Health Protection Act,* Proposition 10 (1998), *California Children and Families First Act* and Proposition 111 (1990), *Traffic Congestion Relief and Spending Limitations Act,* exempt certain appropriations from the limit. These exemptions include capital outlay, debt service, local government subventions, new tobacco taxes, appropriations supported by increased gas taxes, and appropriations resulting from national disasters.

When the limit is exceeded, Proposition 4 requires the surplus to be returned to the taxpayers within two years. Appropriations in the two-year period can be averaged before becoming subject to the excess revenue provisions of the Gann Limit. As shown in the following table, the County continues to be far below the Gann Limit.

San Diego County Appropriation Limit (in millions)

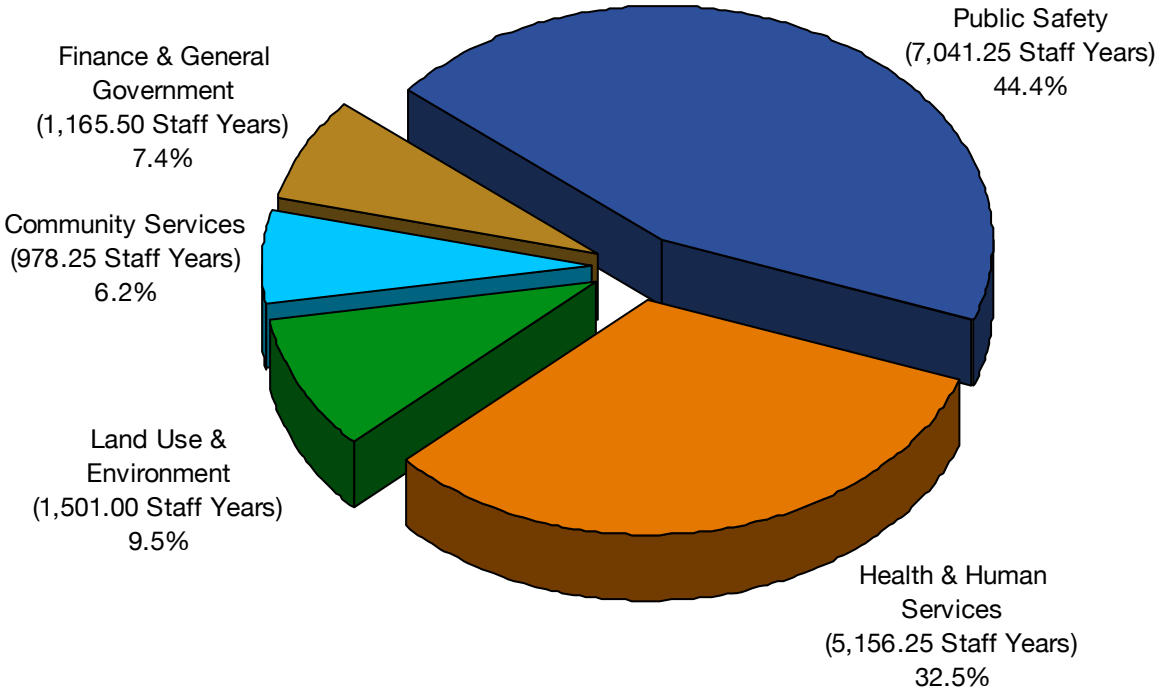
| | Fiscal Year 2004-05 | Fiscal Year 2005-06 | Fiscal Year 2006-07 | Fiscal Year 2007-08 | Fiscal Year 2008-09 | Fiscal Year 2009-10 | Fiscal Year 2010-11 |
|---|---|---|---|---|---|---|---|
| Gann Limit | $ 3,081 | $ 3,300 | $ 3,433 | $ 3,619 | $ 3,825 | $ 3,897 | $ 3,852 |
| Appropriations subject to the limit | $ 717 | $ 877 | $ 1,002 | $ 1,287 | $ 1,340 | $ 1,309 | $ 1,264 |

# All Funds: Total Staffing

## All Funds: Total Staffing

Adopted staff years[1] for Fiscal Year 2010-11 are 572.75 less than the Adopted Budget for Fiscal Year 2009-10, a decrease of 3.5% to 15,842.25 staff years. This decrease is directly attributable to the decline in the economy and the reduction in some instances of workload, but primarily due to available State and local revenues. A net decrease of 28.25 staff years is expected in Fiscal Year 2011-12. The staffing changes are summarized below by Group.

**Total Staffing by Group/Agency**
**Fiscal Year 2010-11: 15,842.25 Staff Years**




[1] One staff year equates to one permanent employee working full-time for one year.

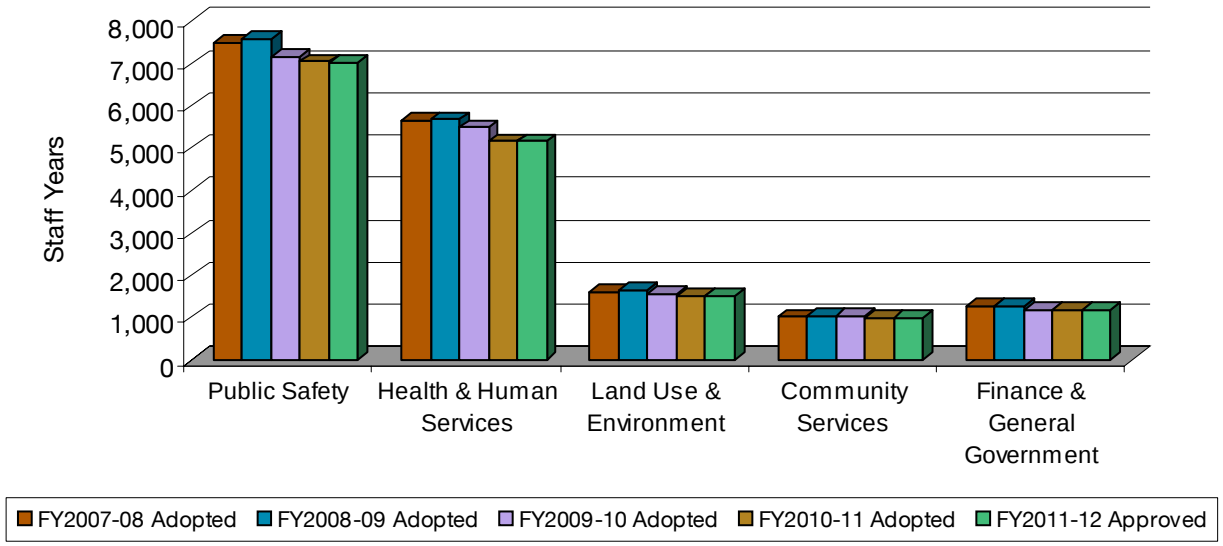
Note: Restructuring of Public Communication Services

This Adopted Operational Plan reflects the restructuring and consolidation of public communication services that were previously provided by a combination of staff in the Department of Media and Public Relations and specialized staff in various County departments. Under this restructuring, public communications services will be more centrally provided and job titles and duties have been revised to reflect the requirements of the new structure. The total number of staff providing these services is decreased by nine and the Department of Media and Public Relations' name is changed to the County Communications Office. As part of the restructuring, departmental public communications staff years are deleted from the Health and

Human Services Agency and the departments of Air Pollution Control, Planning and Land Use, Public Works, Office of Emergency Services, Parks and Recreation, and Probation. Furthermore, one public communications position is assigned to the executive office of three of the Groups (the Health and Human Services Agency, the Public Safety Group and the Land Use and Environment Group).

The County Communications Office has the same number of staff years (22.00) as was previously budgeted for the Department of Media and Public Relations. The overall savings to the County will be approximately $840,000. The restructuring does not apply to departments headed by elected officials.

## Total Staffing by Group/Agency
### Fiscal Years 2007-08 Through 2011-12




Total Staffing by Group/Agency (staff years)

| | Fiscal Year 2007-08 Adopted Budget | Fiscal Year 2008-09 Adopted Budget | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|
| Public Safety | 7,475.50 | 7,574.50 | 7,170.00 | 7,041.25 | 7,013.00 |
| Health & Human Services | 5,663.00 | 5,677.50 | 5,482.00 | 5,156.25 | 5,156.25 |
| Land Use & Environment | 1,612.00 | 1,643.00 | 1,562.00 | 1,501.00 | 1,502.00 |
| Community Services | 1,009.00 | 1,013.00 | 1,019.00 | 978.25 | 977.25 |
| Finance & General Government | 1,281.00 | 1,281.00 | 1,182.00 | 1,165.50 | 1,165.50 |
| Total | 17,040.50 | 17,189.00 | 16,415.00 | 15,842.25 | 15,814.00 |

The **Public Safety Group (PSG)** has a net decrease of 128.75 staff years (-1.8%) to align staffing with available revenues.

- Sheriff's Department - decreases by a net of 27.00 staff years. This is a decrease of 49.00 staff years primarily due to reduced funding as a result of the national economic downturn, reductions to security services requested by the Superior Court and the law enforcement services requested by the contract cities, offset by an increase of 21.00 staff years supported by the American Recovery and Reinvestment Act of 2009 (ARRA) for law enforcement in the border region and one staff year supported through funding from High Intensity Drug Trafficking Area (HIDTA) for the Law Enforcement Coordination Center.

- Public Defender - decreases by 30.00 staff years due to the decline in available local resources and efficiencies which have been achieved through the consolidation of indigent defense services.
- Medical Examiner - decreases by 2.00 staff years. Changes in operations may include increased response times in toxicology and forensic examinations.
- Office of Emergency Services - increases by 1.00 staff year to support countywide emergency preparedness outreach efforts. This position is being transferred from the District Attorney's office.
- Probation Department - decreases by 69.75 staff years due to reductions in State funding and the decline in available local resources. Adult Field Services is reduced due to the elimination of State funding for Proposition 36, *Substance Abuse and Crime Prevention Act of 2000*. Other reductions in this division reflect the reduced service of warrants, the consolidated oversight of work projects, and reduced participation in task forces.

  Staff reductions in Juvenile Services will result in reduced services to at-risk youth through the Breaking Cycles, Truancy Intervention, Community Assessment Teams, and Drug Court programs. A Probation officer will be removed from one school because that school has ended its contract for services. A reduction of staff in Institutional Services is related to a more efficient overall staffing plan, but also results in the reduction of 30 available beds in the juvenile camps.

  Other changes include a reduction in administrative and support staff years resulting in delays in these services, the realignment of services between divisions and the restructuring of the County's public communications services. Staffing is increased by 14.25 staff years in programs supported by ARRA that are focused on supporting evidence based practices in supervising adult offenders, countywide task forces and supervision of sexual assault offenders.
- District Attorney - decreases by 1.00 staff year as the result of a position being transferred to the Office of Emergency Services. Additionally, funding is removed for vacant positions. In Fiscal Year 2010-11, a total of 100 currently vacant positions are not funded and this number is projected to increase to 130 by the end of the fiscal year. The prosecution of felony and misdemeanor cases will remain a priority; however, changes in the District Attorney operations will impact the organization of units, the length of investigations and time required for case preparation and to bring cases to completion.

In Fiscal Year 2011-12, the Public Safety Group decreases by an additional 28.25 staff years, which includes a decrease of 20.00 staff years in the Sheriff's Department and 8.25 staff years in Probation due to the expiration of funding for programs supported by ARRA.

The **Health and Human Services Agency (HHSA)** has a decrease of 325.75 staff years (-5.9%) due to the economic decline, State cuts and the outsourcing of employment and child care services. The State cuts will result in fewer or reduced services to clients in many programs throughout the Agency. The outsourcing of services will achieve cost savings and efficiencies while maintaining essential services. The high unemployment rate increases demand for Medi-Cal and CalWORKs programs, and the Supplemental Nutrition Assistance Program (SNAP). HHSA is committed to providing efficient program delivery and will continue to review programs and processes to ensure staffing resources are focused where needed the most and where funding is available.

- Regional Operations - decreases by 176.00 staff years. This reduction includes the elimination of 200.00 staff years for employment and Stage I child care services associated with the outsourcing of these activities, and due to the return of Stages II/III and the Alternative Payment Program child care services to the State. An additional 23.00 staff years are reduced in regional child welfare services due to State cuts which will result in increased response times, increased caseloads, children remaining in care longer and difficulty meeting required court timelines.

  The Family Resource Centers increase a net of 53.00 staff years to address the significant rise in Medi-Cal, SNAP and CalWORKs caseloads and to consolidate administrative activities. A total of 2.00 staff years are transferred to the Community Services Group to support purchasing and contracting activities for the Agency. There is a transfer in of 2.00 staff years from Public Health Services associated with the transfer of the Vaccines are Important to Preschoolers program to the Central Region. The remaining decrease of 6.00 staff years reflects the elimination of 1.00 staff year for an administrative support position and the transfer out of 5.00 staff years to provide support and services in other Agency divisions.
- Strategic Planning and Operational Support - decreases by 21.00 staff years. This includes the transfer out of 28.00 staff years to Regional Operations

- Family Resource Centers due to changes in administrative responsibility for the Hospital Outstation/Health Coverage Access program and the ACCESS Center. Seven staff years are transferred in from Administrative Support to the ACCESS Center to support client services and 1.00 staff year is transferred in from the Regional Operations - Community Action Partnership program to coordinate the Refugee Employment Services Program. One staff year is transferred out to Child Welfare Services to support foster care services.

- Aging & Independence Services - decreases by 3.00 staff years, including 2.00 staff years from the Mental Health Senior Team and 1.00 staff year from the Case Management/Linkages unit. These reductions will reduce services provided to clients in these programs.
- Behavioral Health Services - decreases by 31.00 staff years. A total of 5.00 staff years are decreased due to the outsourcing of the Psychiatric Emergency Response Team (PERT). Three staff years are decreased in Alcohol and Drug Services due to the State's elimination of Proposition 36, *Substance Abuse and Crime Prevention Act of 2000* funding. An additional 23.00 staff years are reduced in Mental Health Services and the San Diego County Psychiatric Hospital due to the loss of revenue associated with the decline in the economy and loss of State funding. This decrease will result in reductions in assessment and case management capacity in the Adult Services, Conservatorship Investigation, and Special Education programs.
- Child Welfare Services (CWS) - decreases by 64.00 staff years. Sixty-five staff years are reduced due to State funding cutbacks and the decline in the economy. This will result in longer wait times for child abuse hotline calls, increased response times, increased caseloads, children remaining in care longer and difficulty meeting required court timelines. To minimize impacts, CWS will restructure services at the Polinsky Children's Center and continue redesign efforts. There is a transfer in of 1.00 staff year to Foster Care from Strategic Planning and Operational Support to provide client services.
- Public Health Services - decreases by 13.75 staff years. A total of 16.75 staff years are reduced to mitigate the loss of revenue with the decline in the economy and the loss of State funding. To minimize impacts, priorities will focus on essential and mandated public health services. Two staff years are transferred out to Regional Operations associated with the transfer of the Vaccines are Important to Preschoolers program to Central Region. Five staff years are transferred in from Regional Operations to provide support and services associated with the Communities Putting Prevention to Work Initiative.
- Administrative Support - decreases by 17.00 staff years. Seven staff years are transferred to the ACCESS Center in Strategic Planning and Operational Support to support client services associated with increased Medi-Cal, SNAP and CalWORKs caseloads. Another 7.00 staff years are eliminated to mitigate the loss of revenue due to the decline in the economy. In response to these reductions, administrative support services will be limited to core essential functions. Four staff years are reduced in the HHSA Office of Media and Public Affairs associated with the restructuring of the County's public communications services. One staff year is transferred in from Regional Operations to cover legislative analysis for HHSA.

The **Land Use and Environment Group (LUEG)** has a decrease of 61.00 staff years, a 3.9% reduction.

- Agriculture, Weights & Measures - decreases by 5.00 staff years as a result of transferring the Veterinary Diagnostics Laboratory staff to the Department of Environmental Health.
- Air Pollution Control District - decreases by 1.00 staff year due to the transfer of 1.00 staff year to the Land Use and Environment Group Executive Office to reflect the restructuring of the County's public communications services.
- Environmental Health - increases by a net 2.00 staff years. An increase of 5.00 staff years in the Vector Control Program is due to the transfer of Veterinary Diagnostics Laboratory staff from Agriculture, Weights and Measures to consolidate services related to combating vector-borne diseases. A decrease of 2.00 staff years is due to reductions in project submittals from the public for septic, water well permits and land use projects in the Land and Water Quality Division. A reduc-tion of 1.00 staff year in the Finance Division is due to a reduction in workload.
- Farm and Home Advisor - decreases by 2.00 staff years due to a reduction in the allocation of General Purpose Revenue and the reengineering of certain activities.
- Parks and Recreation - decreases by 11.00 staff years due to a reduction in available funding (9.00 staff years) and changes made to reflect the restructuring of the County's public communications services (2.00 staff years).

- Planning and Land Use - decreases by 9.00 staff years. A reduction of 15.00 staff years is related to the downturn in plan check and building and discretionary permit processing activities; a reduction of 2.00 staff years is due to reorganizations of duties, and the deletion of 1.00 staff year is a result of the restructuring of the County's public communications services. Nine staff years were transferred in from other departments to consolidate all LUEG Geographic Information Services (GIS) activities in Planning and Land Use.
- Public Works - decreases a net of 29.00 staff years. A decrease of 25.00 staff years in the Road Fund is due to changes in the economy and vulnerability of the Highway Users Tax revenue, including a reduction of 1.00 staff year to reflect the restructuring of the County's public communications services. There is a decrease of 3.00 staff years in Public Works General Fund due to a reduction in the General Purpose Revenue Allocation and 1.00 staff year in the Wastewater Enterprise Fund due to closure of the Descanso Detention Facility.
- LUEG Executive Office - no net change in staff years. 1.00 staff year is deleted due to a reduction in the allocation of General Purpose Revenue and 1.00 staff year is transferred in from the Air Pollution Control District related to the restructuring of the County's public communications services.
- San Diego Geographic Information Source (SanGIS) - decreases by 6.00 staff years. As part of the consolidation of all GIS services, 5.00 staff years are transferred out to the Department of Planning and Land Use and 1.00 staff year is deleted.

In Fiscal Year 2011-12, Environmental Health increases by an 1.00 staff year in the Hazardous Materials Management Division to implement requirements associated with the *Aboveground Petroleum Storage Act*, which is offset by a decrease in Services and Supplies.

The **Community Services Group (CSG)** has a decrease of 40.75 staff years (-4.0%). This reduction will result in fewer programs for Library patrons, longer cycle times for maintenance of noncritical building systems, and less oversight of Group operations.

- County Library - decreases headquarters and branch library staff by 26.75 staff years, 8.4% of the total, due to loss of revenue from property taxes and the elimination of General Fund support due to the downturn in the overall economy.
- Animal Services - decrease of 2.00 staff years to align staffing with available resources. The reduction in the number of staff will be mitigated in part by increased staff efficiencies from installing wireless laptops in patrol cars.
- Department of General Services - decrease of 11.00 staff years across a broad range of administrative, facilities maintenance, and fleet services staff to reduce costs paid by County departments for these services.
- CSG Executive Office - decrease of 1.00 staff year due to cost reductions necessitated by the downturn in the overall economy.

In Fiscal Year 2011-12, the Registrar of Voters decreases by 1.00 staff year due to the expected benefits of reengineering business processes.

The **Finance and General Government Group (FGG)** has a decrease of 16.50 staff years (-1.4%) as a result of reductions in the General Purpose Revenue Allocation driven by the downturn in the economy.

- Auditor and Controller - decreases by 3.50 staff years. These reductions may result in reduced and delayed collection revenue for client departments, as well as staff reassignments, cross-training and altered work functions to meet existing and future needs during normal and peak workload demands.
- Office of County Counsel - decreases by 2.00 staff years. These reductions will result in delays in responses to requests for legal advisory guidance and assistance to County departments. This decrease in staff will also result in a reduction to the number of training programs provided to County departments, which may increase the County's exposure to legal liability.
- FGG Executive Office - decreases by 2.00 staff years. This decrease in staffing levels will reduce the level of direct support offered to FGG departments on business process reengineering initiatives and will result in the transfer of management of the Panorama Business Views performance measurement application to the Health and Human Services Agency.
- Department of Human Resources - decreases by 8.00 staff years. It is anticipated that these staffing changes will result in overall decreased levels of service as well as the elimination of the external customer satisfaction survey program.
- Chief Administrative Office - decreases by 1.00 staff year. This reduction will require the reassignment of duties within the organization and will reduce the department's capacity to respond to workload increases or special projects.

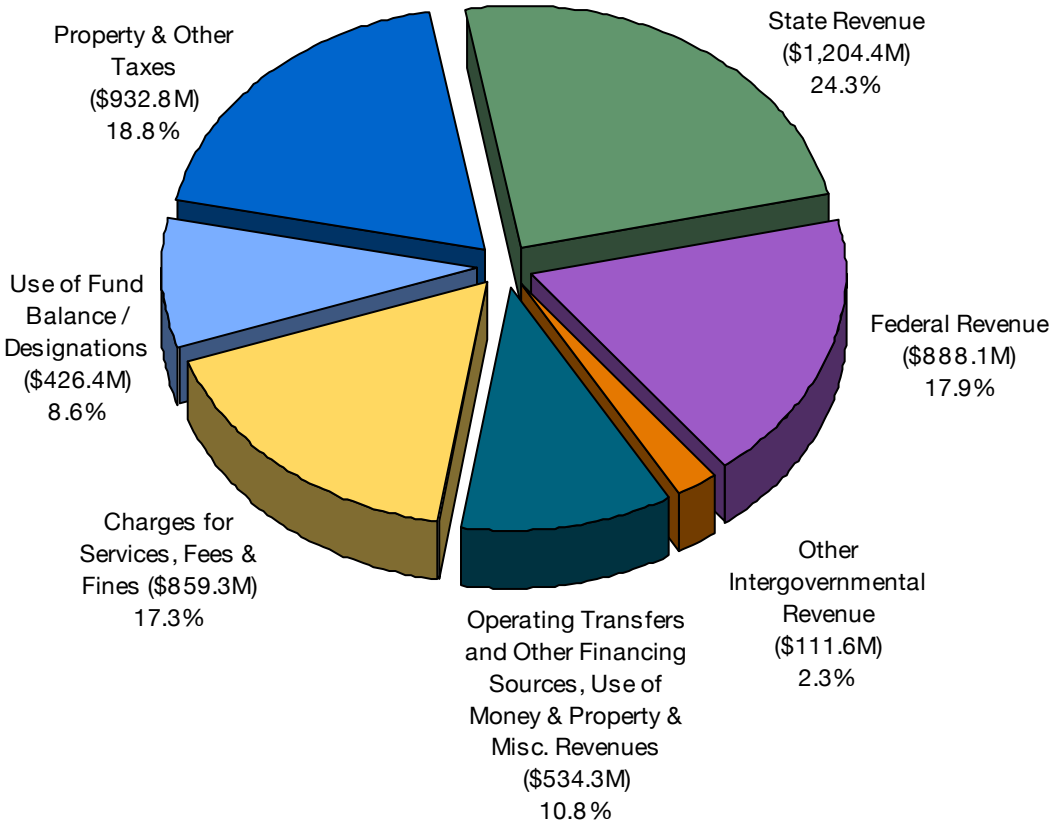
More detail on staff year changes can be found in the Group/Agency section that begins on page 107.

# All Funds: Total Funding Sources

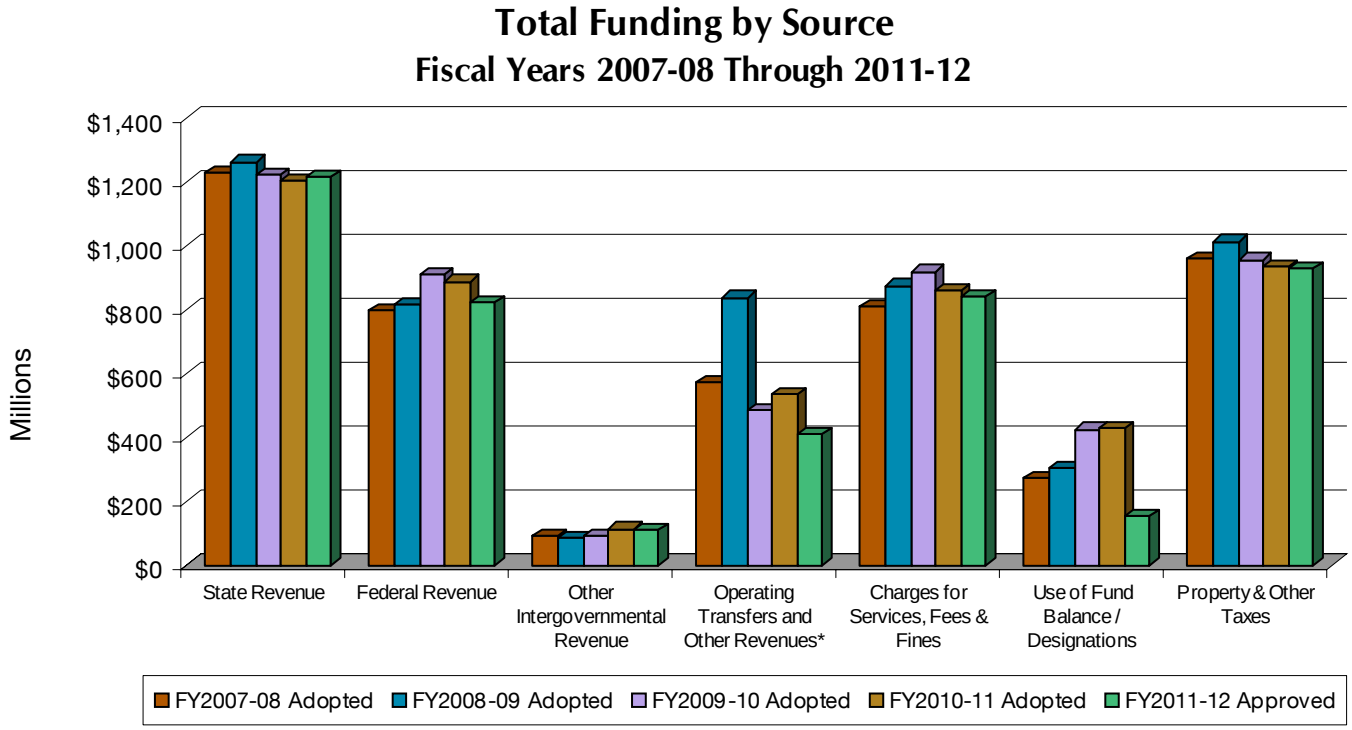
## Total Funding by Source

Total resources available to support County services for Fiscal Year 2010-11 are $4.96 billion, a decrease of $51.2 million or 1.02% from the Fiscal Year 2009-10 Adopted Budget. Total resources are anticipated to decrease further by $482.7 million or 9.7% to $4.47 billion in Fiscal Year 2011-12. For Fiscal Year 2010-11, the combination of State Revenue ($1.2 billion), Federal Revenue ($888.1 million) and Other Intergovernmental Revenue ($111.6 million) supplies 44.5% of the funding sources for the County's budget. Interfund Operating Transfers, Use of Money and Property, Miscellaneous Revenues and Other Financing Sources make up 10.8% of the funding sources ($534.3 million). Another 17.3% ($859.3 million) comes from Charges for Current Services, Fees and Fines. Use of Fund Balance and Reserve/Designation Decreases supply 8.6% ($426.4 million) of the funding sources.

**Total Funding by Source**
**Fiscal Year 2010-11: $4.96 billion**




Finally, revenues in the Property and Other Taxes category that come from property taxes, property tax in lieu of vehicle license fees, the Teeter program, sales and use tax, real property transfer tax, transient occupancy tax and miscellaneous other revenues account for 18.8% ($932.8 million) of the financing sources for the County's budget. The majority of the revenues in this category (94.4%) are budgeted in the General Fund with the balance budgetd in the Library Fund, the Road Fund and miscellaneous other funds.




*Other Revenues include Other Financing Sources, Use of Money & Property and Miscellaneous Revenues.

## Total Funding by Source (in millions)

| | Fiscal Year 2007-08 Adopted Budget | Fiscal Year 2008-09 Adopted Budget | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|
| State Revenue | $ 1,230.5 | $ 1,262.2 | $ 1,223.3 | $ 1,204.4 | $ 1,216.9 |
| Federal Revenue | 797.5 | 816.2 | 911.2 | 888.1 | 821.7 |
| Other Intergovernmental Revenue | 91.8 | 81.8 | 89.0 | 111.6 | 110.5 |
| Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues | 572.0 | 837.8 | 484.7 | 534.3 | 407.9 |
| Charges for Services, Fees, and Fines | 811.7 | 875.4 | 918.3 | 859.3 | 838.6 |
| Property & Other Taxes | 957.5 | 1,013.5 | 956.3 | 932.8 | 928.0 |
| Reserve/Designation Decreases | 57.6 | 2.3 | 8.7 | 13.3 | 34.1 |
| Use of Fund Balance | 213.1 | 298.8 | 416.6 | 413.2 | 116.4 |
| Total | $ 4,731.7 | $ 5,188.1 | $ 5,008.2 | $ 4,957.0 | $ 4,474.3 |

## Overall Change

The $51.2 million decrease in the Fiscal Year 2010-11 Adopted Budget is the net of increases in some funding sources and decreases in others. In the table above, Other Intergovernmental Revenue, Operating Transfers and Other Financing Sources, Use of Money and Property, Miscellaneous and Other Revenues and Reserve/ Designation Decreases increase a combined $76.8 million. Reductions totaling $128.0 million are in the combined categories of State Revenue, Federal Revenue, Property and Other Taxes, Charges for Services, Fees & Fines and Use of Fund Balance. The General Fund Financing Sources section beginning on page 53 addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted in the paragraphs below.

## Change by Source

### State Revenue

State Revenue decreases by $18.9 million overall in Fiscal Year 2010-11. Of this total, there are decreases in the Public Safety Group (PSG) of approximately $35.2 million, in the Land Use and Environment Group (LUEG) of $0.5 million, in the Capital Program of $2.6 million, and in Finance Other of $0.1 million, offset by increases in the Health and Human Services Agency (HHSA) of $13.5 million and in the Community Services Group (CSG) of $6.0 million.

The $35.2 million decrease in PSG includes a $25.0 million estimated reduction in Proposition 172, *Local Public Safety Protection and Improvement Act of 1993*, sales tax revenues. Please see the General Fund Financing Sources section on page 53 for more information on Proposition 172 funding. The balance of the PSG reduction is addressed on page 58.

The $2.6 million decrease in the Capital Program is attributed to the nonrecurrence one-time funding of the San Luis Rey River Park acquisition in Fiscal Year 2009-10.

LUEG's decrease of $0.5 million is primarily in Agriculture, Weights and Measures in the General Fund and is attributed to program funding changes.

HHSA's net increase of $13.5 million is in the General Fund and is discussed in that section.

The $6.0 million increase in CSG is substantially in General Services and is related to a reclassification to State revenue associated with Trial Court reimbursement for facilities maintenance, contracts and utilities. The balance of the increase is in the General Fund and is discussed in that section.

### Federal Revenue

Federal Revenue decreases by 2.5% ($23.1 million). A net decrease of $2.2 million is in the General Fund, and it is largely in HHSA, partially offset by increases in PSG, CSG and LUEG. See the General Fund Financing Sources section for additional details related to these changes. In addition to the General Fund related net decreases, the balance of the decrease is primarily in CSG in Housing and Community Development, mainly the result of a decrease related to the nonrecurrence of prior year one-time revenue from economic stimulus grants.

### Other Intergovernmental Revenue

Other Intergovernmental Revenue increases by a net of $22.6 million, with a $24.4 million increase in Finance Other, $1.1 million increase in CSG, and a $0.2 million increase in HHSA, offset by decreases in PSG of $1.7 million and in LUEG of $1.4 million.

The increase in Finance Other is in General Purpose Revenue and it is a reclassification of Aid from Redevelopment Agencies to the Other Intergovernmental Revenue category from the previously assigned category of Taxes Other Than Current Secured.

The $1.4 million decrease in LUEG is the net of a $6.6 million decrease in LUEG in its General Fund departments primarily offset by an increase in the Air Pollution Control District of $5.0 million from an additional $2 Motor Vehicle Emission Reduction fee (MVERF) per registered vehicle in San Diego County.

See the General Fund Financing Sources section on page 53 for additional details.

### Operating Transfers and Other Financing Sources, Use of Money & Property and Miscellaneous Revenues

- **Other Financing Sources** (primarily Operating Transfers between funds) increase by a net of $47.2 million. The most significant changes include an overall increase of $100.0 million from Fiscal Year 2009-10 in one-time funding in Operating Transfers from the General Fund to the Capital Outlay Fund for various capital projects including the Women's Detention Facility and Phase 1B of the County Operations Center (COC) and Annex Redevelopment project. This increase is offset by a decrease in Finance Other from the nonrecurrence of the Fiscal Year 2009-10 $24.1 million contribution from the General Fund to support the pay down of the outstanding variable rate Pension Obligation Bond debt, a decrease in PSG of $25.0 million from the reduction in available Proposition 172,

*Local Public Safety Protection and Improvement Act of 1993,* sales tax revenue, and various other decreases in transfers between funds.

- **Revenue from Use of Money & Property** decreases a net of $3.3 million in Fiscal Year 2010-11. The decrease is largely in LUEG, specifically in the Public Works department, due to decreasing fund balances in the Road Fund and declining interest rates on investments and deposits, as well as decreases in rents and concessions, partially offset by an increase in the equipment rental operating fee and original cost replacement in the equipment acquisition internal service fund. An additional decrease is in PSG and it is primarily in the General Fund.
- **Miscellaneous Revenues** increase by $5.7 million. Of this total, there are increases in CSG of approximately $3.4 million, $2.2 million in LUEG, $0.8 million in the Finance and General Government Group (FGG) and $0.7 million in PSG, partially offset by a $1.4 million decrease in HHSA. The largest increase is in CSG in the County Library and represents anticipated donations from the Friends of the Library for Fallbrook and Ramona in support of new libraries in those communities. The General Fund Financing Sources section includes a discussion on the other significant changes.

## Charges for Services, Fees and Fines

- **Charges for Current Services** decrease by $59.8 million. However, in the General Fund they increase by $24.3 million in General Fund Program Revenues. The three primary changes outside of the General Fund are in Finance Other, in LUEG's Department of Public Works and in CSG's Department of General Services.
  - In the Pension Obligation Bond Fund in Fiscal Year 2009-10, additional charges to departments were budgeted related to the early pay down of variable rate POB principal. These charges will not recur.
  - The Public Works Fiscal Year 2010-11 budget includes a $9.0 million decrease mainly due to completed projects funded by Transportation Impact Fee, decreased services provided to property owners, fewer capital improvement projects generating shared cost revenue from other governments, decreased contributions from the Environmental Trust Fund for landfill operations, decreased contributions from special drainage areas due to completed Flood Control projects, reduced rates for Campo Hills Water District and decreases in services to other County departments and completion of various projects.
  - In General Services, these charges decrease by $5.4 million due to the reclassification of revenues associated with the Trial Court reimbursement for facilities maintenance, contracts and utilities to State Revenue, and the decrease in cost reimbursement associated with vehicle fuel prices and acquisitions.
- **Licenses, Permits & Franchises** increase by $2.1 million including increases in HHSA discussed in the General Fund Financing Sources section, in General Purpose Revenue, in Public Works from passenger facility charges at County operated airports, in the Air Pollution Control District as a result of the reclassification of various revenue sources, and in Parks and Recreation to align revenues to prior year trends.
- **Fines, Forfeitures & Penalties** decrease by $1.3 million, primarily in General Purpose Revenue in Penalties & Cost Delinquency Taxes based on expected improved rates of property tax collections and delinquencies as well as market conditions.

## Property and Other Taxes

Property and Other Taxes decrease by $23.5 million. The overall decrease is primarily in the General Fund, and it is the result of a reclassification of Aid from Redevelopment Agencies to Other Intergovernmental Revenue. See the section on General Purpose Revenue by Source beginning on page 64 for more information on the changes in these funding sources.

## Reserves/Designations

The use of Reserves/Designations increase by a net of $4.6 million compared to Fiscal Year 2009-10. The increases in the use of Reserves/Designations are primarily in Public Works for one-time capital improvement projects in the Spring Valley, Alpine and Lakeside Sanitation Districts, and in Child Welfare Services to cover possible foster care costs associated with a pending State lawsuit and program redesign efforts. There is a decrease in the Registrar of Voters due to the greater number of billable participating jurisdictions for the Gubernatorial General Election compared to the Gubernatorial Primary Election.

## Use of Fund Balance

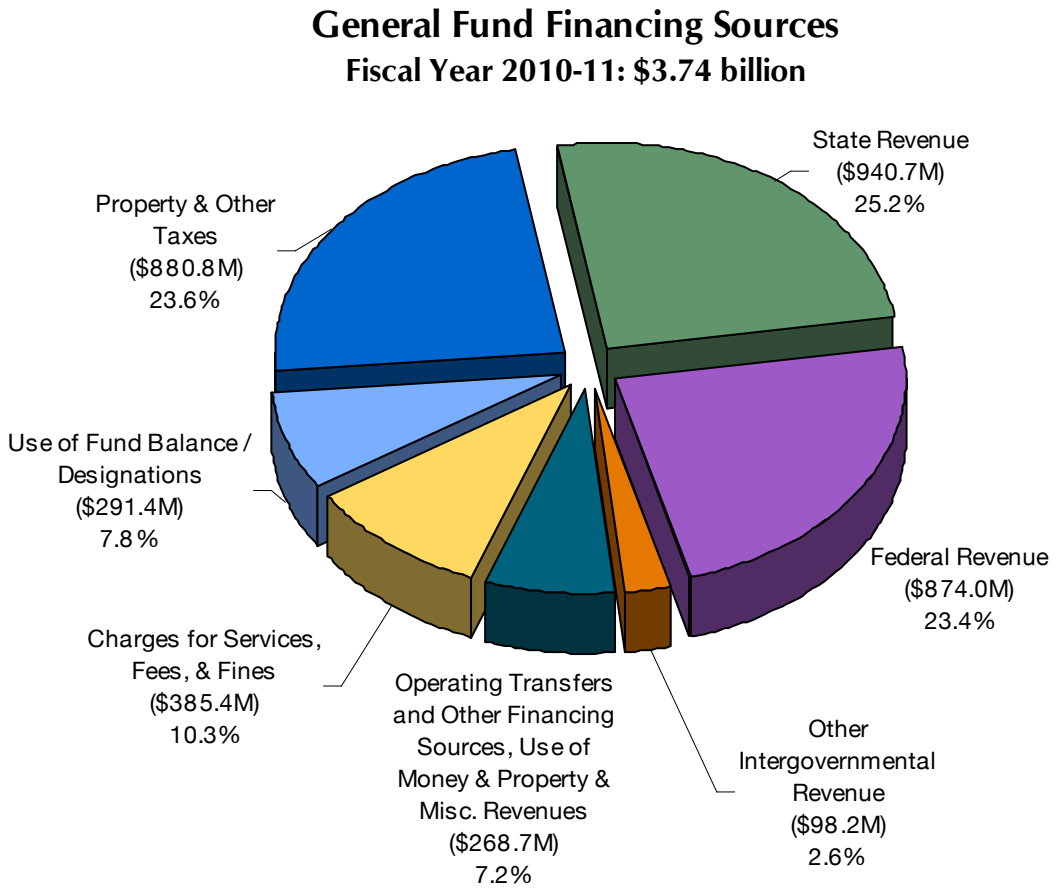
Finally, the Use of Fund Balance decreases by $3.5 million due to the normal fluctuations in one-time projects. The use of fund balance decreases in the general fund by $49.8 million and increases by $46.3 million in all other funds combined.

See the Group/Agency section beginning on page 107 for the breakdown of financing sources by department.

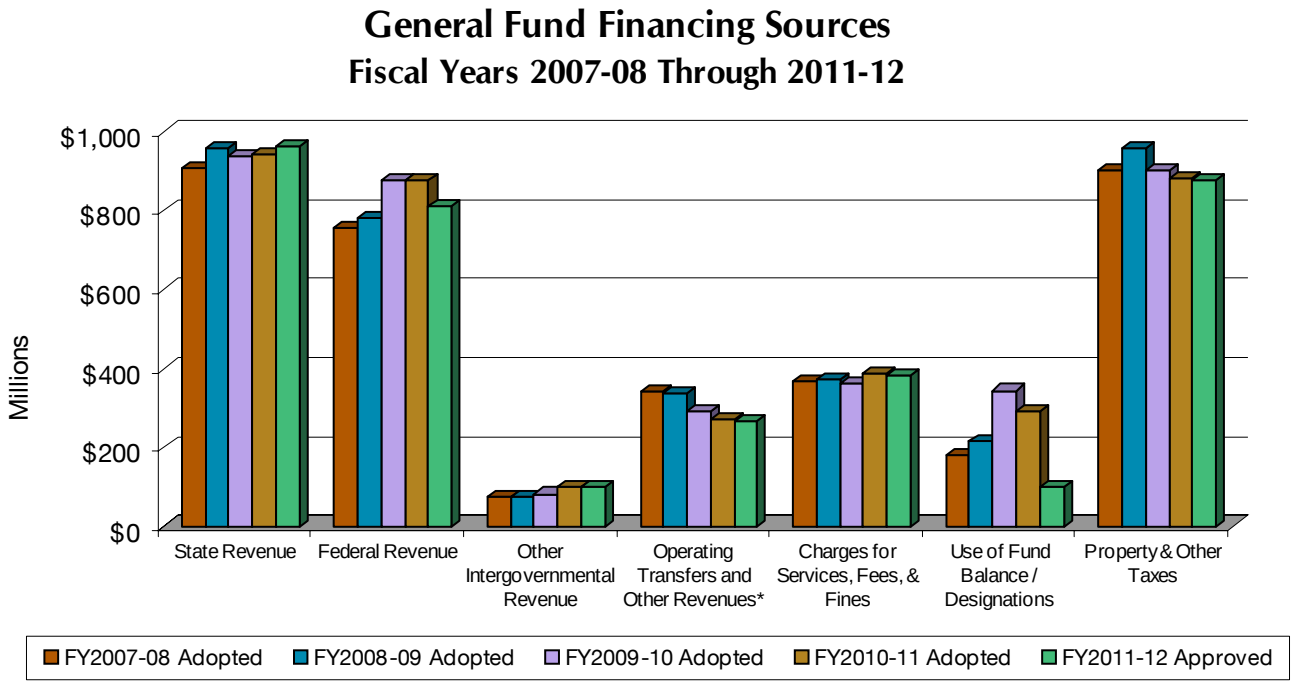
# Summary of General Fund Financing Sources

## Summary of General Fund Financing Sources - Overview

The General Fund is the County's largest single and primary operating fund. It is used to account for all financial resources of the County except those required to be accounted for in other funds. In the Adopted Operational Plan, General Fund Financing Sources total $3.74 billion for Fiscal Year 2010-11, a $51.0 million or 1.3% decrease from Fiscal Year 2009-10. In comparison, the previous eight fiscal years saw an average annual growth rate of 5.3%. This decrease reflects the continued after-effects of the national and international economic downturn, the impact of the State of California's budget constraints and estimates of available program and General Purpose Revenue.




Further slowing is expected in Fiscal Year 2011-12. General Fund Financing Sources are expected to decrease by $245.2 million or 6.6% in Fiscal Year 2011-12. General Purpose Revenue is expected to decline by 0.1% ($1.1 million), Program Revenue is projected to decline by 2.1% ($51.5 million) and the planned use of fund balance is expected to decline by 66.1% ($192.6 million) in Fiscal Year 2011-12. Proposed uses of fund balance in Fiscal Year 2011-12 are tentative and subject to revision during the next Operational Plan development cycle.




*Other Revenues include Other Financing Sources, Use of Money & Property and Miscellaneous Revenues.

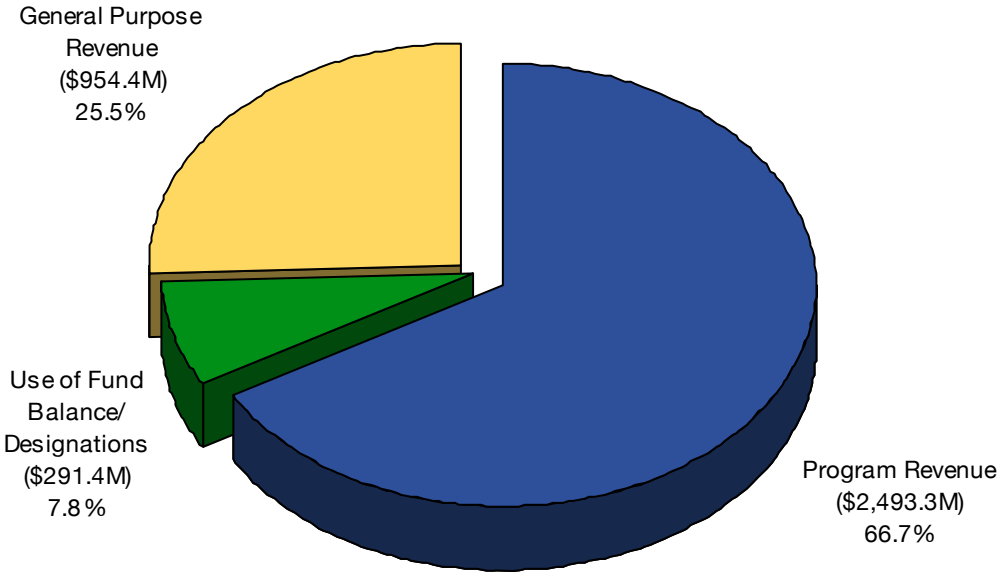
General Fund Financing Sources (in millions)

| | Fiscal Year 2007-08 Adopted Budget | Fiscal Year 2008-09 Adopted Budget | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|
| State Revenue | $ 903.8 | $ 954.4 | $ 936.0 | $ 940.7 | $ 959.4 |
| Federal Revenue | 753.1 | 777.6 | 876.1 | 874.0 | 809.5 |
| Other Intergovernmental Revenue | 74.8 | 71.8 | 81.7 | 98.2 | 97.1 |
| Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues | 340.5 | 334.9 | 290.2 | 268.7 | 267.3 |
| Charges for Services, Fees, & Fines | 366.2 | 369.4 | 361.5 | 385.4 | 383.9 |
| Property & Other Taxes | 902.2 | 956.5 | 900.8 | 880.8 | 877.9 |
| Reserve/Designation Decreases | 57.0 | 0.2 | 7.2 | 4.6 | 34.1 |
| Use of Fund Balance | 123.3 | 214.7 | 336.6 | 286.8 | 64.6 |
| Total | $ 3,520.9 | $ 3,679.5 | $ 3,790.0 | $ 3,739.1 | $ 3,493.8 |

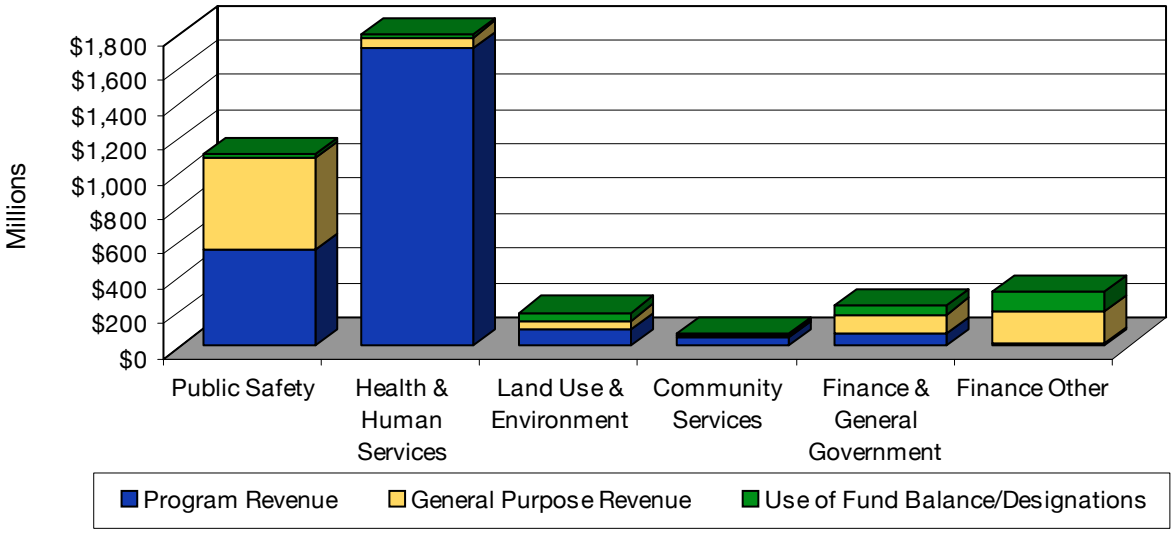
## General Fund Financing Sources by Category

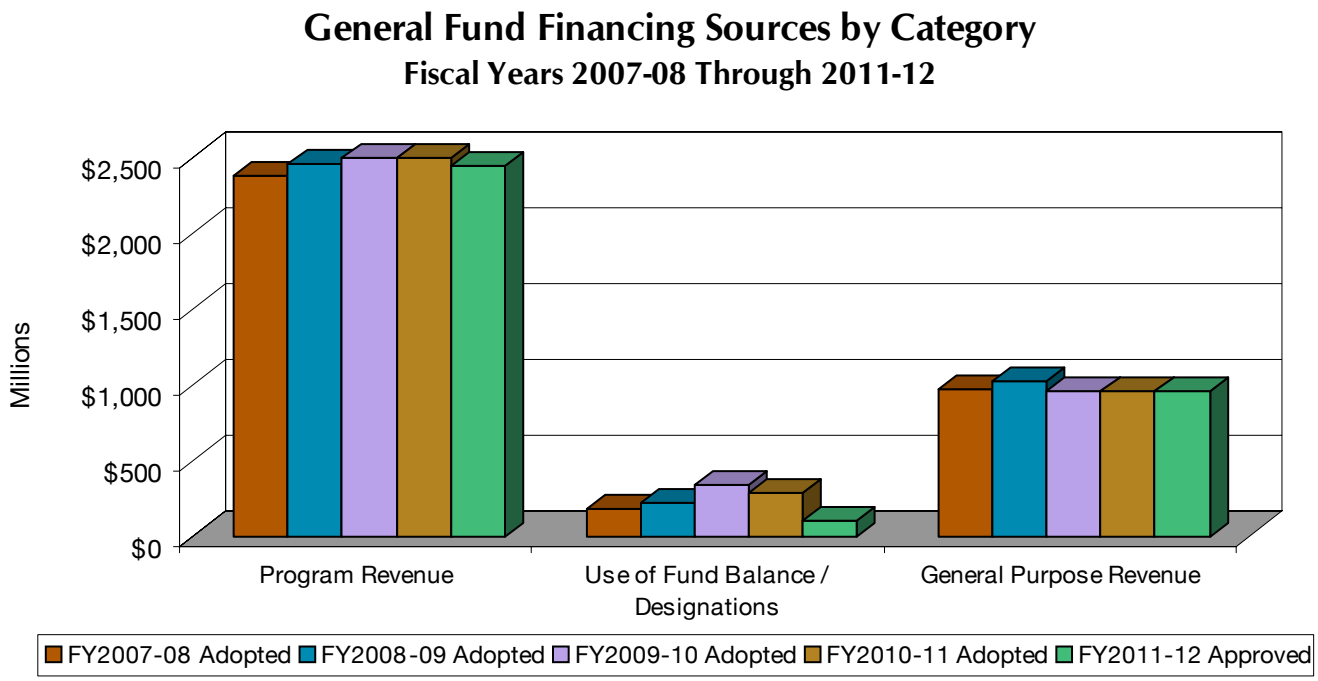
The preceding section displayed General Fund financing sources by account type. This section looks at General Fund financing sources according to how they are generated. From that perspective, they can be categorized as one of three funding types: Program Revenue, General Purpose Revenue or Use of Fund Balance (including Reserve/Designation decreases).

**General Fund Financing Sources by Category**
**Fiscal Year 2010-11: $3.74 billion**




**General Fund Financing by Group and Category**
**Fiscal Year 2010-11: $3.74 billion**





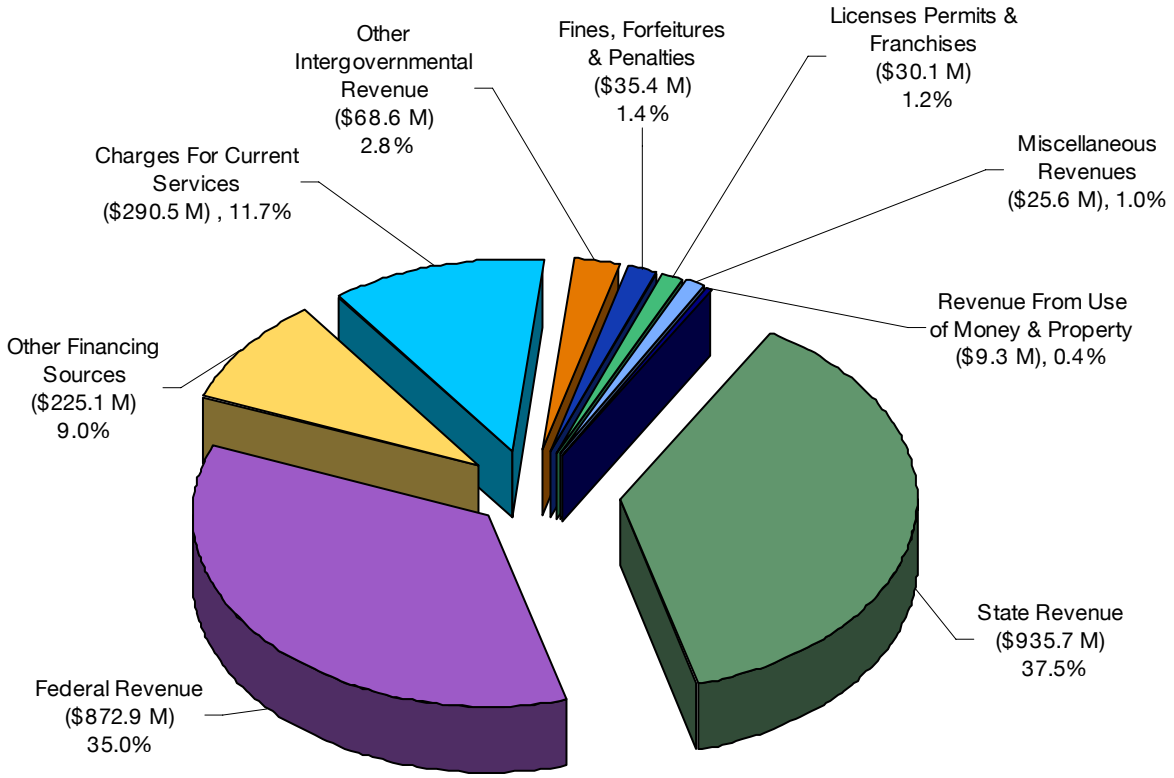

General Fund Financing Sources by Category (in millions)

| | Fiscal Year 2007-08 Adopted Budget | Fiscal Year 2008-09 Adopted Budget | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|
| Program Revenue | $ 2,376.9 | $ 2,449.9 | $ 2,495.6 | $ 2,493.3 | $ 2,441.8 |
| Use of Fund Balance / Designations | 180.4 | 214.9 | 343.7 | 291.4 | 98.8 |
| General Purpose Revenue | 963.6 | 1,014.7 | 950.7 | 954.4 | 953.3 |
| Total | $ 3,520.9 | $ 3,679.5 | $ 3,790.0 | $ 3,739.1 | $ 3,493.8 |

## General Fund - Program Revenue

Program Revenue, as the name implies, is dedicated to and can be used only for the specific programs with which they are associated. This revenue makes up 66.7% of General Fund Financing Sources in Fiscal Year 2010-11, and is derived primarily from State and federal subventions and grants, and from charges and fees earned from specific programs. The Health and Human Services Agency manages 68.9% of the program revenues, the Public Safety Group manages 22.1% and the balance is managed across the County's other service delivery groups. Program Revenue is expected to decrease by 0.1% ($2.3 million) from the Fiscal Year 2009-10 Adopted Budget compared to an average annual growth for the last seven years of 3.4%.

## General Fund - Program Revenue by Source
## Fiscal Year 2010-11




### General Fund - Program Revenue by Source (in millions)

| | Fiscal Years 2007-08 Adopted Budget | Fiscal Years 2008-09 Adopted Budget | Fiscal Years 2009-10 Adopted Budge | Fiscal Years 2010-11 Adopted Budget | Fiscal Years 2011-12 Approved Budget |
|---|---|---|---|---|---|
| State Revenue | $ 898.5 | $ 949.1 | $ 930.9 | $ 935.7 | $ 954.4 |
| Federal Revenue | 752.5 | 777.0 | 875.1 | 872.9 | 808.4 |
| Other Financing Sources | 281.2 | 265.8 | 248.9 | 225.1 | 224.4 |
| Charges For Current Services | 277.6 | 279.7 | 266.3 | 290.5 | 290.2 |
| Other Intergovernmental Revenue | 69.5 | 66.6 | 76.5 | 68.6 | 67.3 |
| Fines, Forfeitures & Penalties | 33.2 | 32.2 | 35.4 | 35.4 | 32.9 |
| Licenses Permits & Franchises | 31.1 | 31.9 | 29.6 | 30.1 | 31.4 |
| Miscellaneous Revenues | 24.1 | 37.5 | 22.9 | 25.6 | 23.4 |
| Revenue From Use of Money & Property | 9.3 | 10.1 | 10.0 | 9.3 | 9.3 |
| Taxes Other Than Current Secured | — | 0.09 | 0.05 | — | — |
| Total | $ 2,376.9 | $ 2,449.9 | $ 2,495.6 | $ 2,493.3 | $ 2,441.8 |

## General Fund - Change in Program Revenue

The $2.3 million decrease in Program Revenue in the Adopted Fiscal Year 2010-11 Budget is the net of increases and decreases in various funding sources. In the table on the previous page, State Revenue; Charges for Current Services; Fines, Forfeitures & Penalties; Licenses, Permits & Franchises; and Miscellaneous Revenues increase a combined $32.3 million. Reductions totaling $34.6 million are in the categories of Federal Revenue, Other Intergovernmental Revenue, Other Financing Sources, Revenue from the Use of Money & Property, and Taxes Other Than Current Secured.

## General Fund - Change in Program Revenue by Source

### State Revenue

State Revenue increases by $4.8 million overall in Fiscal Year 2010-11. Of this total, there are decreases in the Public Safety Group (PSG) of $10.1 million and in the Land Use and Environment Group (LUEG) of $1.6 million, offset by increases in the Health and Human Services Agency (HHSA) of $13.5 million and in the Community Services Group (CSG) of $3.0 million.

In HHSA, the net increase of $13.5 million is the result of revenue decreases due to State cuts, the declining economy, and the return of Child Care Stages II/III and the Alternative Payment Program child care services to the State offset by increases in CalWORKs revenue that will fund a projected increase in assistance payments and that reflect a shift in estimated sharing ratios for State and federal funding. This shift will increase State revenue and decrease federal revenue.

The $3.0 million increase in CSG is in Housing and Community Development due to funding from the California Department of Housing and Community Development CalHome Program, and in the Registrar of Voters due to additional funding from the Help America Vote Act grant and State funding that reimburses mandated costs.

The decreases in PSG of $10.1 million stem from various State funding cuts in Probation, Public Defender, the District Attorney's Office and the Sheriff's Department. A substantial portion of these reductions is in Probation and is due to decreases in the Local Safety and Protection Account, which is supported by vehicle license fees. Programs impacted are Juvenile Probation and Camps as well as Juvenile Crime Prevention. Further, the State has eliminated funding for services provided in response to Proposition 36, *Substance Abuse and Crime Prevention Act of 2000.*

The $1.6 million decrease in LUEG is primarily attributed to program funding changes in Agriculture, Weights and Measures.

### Federal Revenue

Federal Revenue decreases by a net of $2.2 million or 0.2%. It decreases in HHSA by $29.8 million and increases in CSG by $13.0 million, in PSG by $10.6 million and in LUEG by $4.1 million.

The net decrease of $29.8 million in HHSA is predominantly from the shift in the CalWORKs assistance payments revenue to the State revenue category (see the discussion in State revenue above) combined with increases in American Recovery and Reinvestment Act of 2009 (ARRA) funding in Aging and Independence Services for the In-Home Supportive Services (IHSS) program, in Behavioral Health Services for federal Medi-Cal and Drug Medi-Cal services, in Child Welfare Services for federally eligible cases in foster care and adoption, and in Public Health Services for the Communities Putting Prevention to Work (CPPW) Initiative from the Centers for Disease Control (CDC).

The increase of $13.0 million in CSG is in Housing and Community Development (HCD) and is associated with the closing of the HCD Special Revenue fund and the budgeting of appropriations formerly in the Special Revenue fund in the General Fund, as well as the rebudgeting of revenues related to the Community Development Block Grant, Homelessness Prevention and Rapid Re-Housing, and Neighborhood Stabilization programs.

The increase in PSG is largely in the Sheriff's Department due to the rebudgeting of grant revenues related to law enforcement operations to reduce border-related crimes and to Homeland Security equipment and services, offset by a decrease due to the nonrecurrence of federal reimbursement for one-time Firestorm 2007 costs budgeted in Fiscal Year 2009-10. The increase is also partially offset by a decrease in the District Attorney's Office related to the transfer of the Project Safe Neighborhood Program to the San Diego Association of Governments and a decrease in the Department of Child Support Services because of a reduction in claimable expenditures.

The $4.1 million increase in LUEG is primarily in Agriculture, Weights and Measures for trapping services under the Pest Detection contract related to the Farm Bill legislation, and additional surveillance under the Plant Health and Pest Prevention Contract, as well as in Environmental Health related to an ARRA grant for green business and compact fluorescent bulb recycling.

## Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) decreases by a net of $23.8 million or 9.6%. There are decreases of $24.7 million in PSG as well as increases of $0.4 million in LUEG and $0.5 million in Finance Other (FO). The $24.7 million decrease in PSG primarily represents a reduction of $25.0 million in Proposition 172, *Local Public Safety Protection and Improvement Act of 1993,* sales tax revenues, offset by a slight increase of $0.3 million from the Sheriff's Asset Forfeiture Fund. Please see the following section for more information on Proposition 172 funding. The increase in LUEG is in Planning and Land Use related to the County Service Areas - Fire Prevention Program. The increase in Finance Other is associated with increasing lease payments for the Edgemoor Distinct Part Skilled Nursing Facility funded by a transfer from the Edgemoor Development Fund.

## Charges For Current Services

Charges For Current Services increase by $24.3 million. Revenues increase $10.7 million in HHSA, $6.2 million in LUEG, $4.7 million in the Finance and General Government Group (FGG), and $2.8 million in CSG, but decrease by $0.1 million in PSG.

In HHSA, the increases are in Regional Operations from the San Diego First Five Commission to support the Early Childhood Welfare Project, in Strategic Planning and Operational Support for Third Party reimbursements in County Medical Services (CMS), and in Child Welfare Services from the San Diego First Five Commission for the KidSTART Center.

In LUEG, the increases are in Environmental Health for the Vector Control Program for the transfer of staff from the Department of Agriculture, Weights and Measures and to implement the Vector Control Habitat Remediation Program and in Planning and Land Use related to the Geographic Infromation System staff transferred from Public Works.

The increase in FGG is in the Department of the Assessor/Recorder/County Clerk based on an estimated increase in Property Tax System Administration revenues and an increase in recorded document fees; in the Treasurer-Tax Collector's department based on an estimated increase in Property Tax System Administration revenues and Bank Services Pooled Money for the implementation of enhanced technology solutions; and in part in the Auditor and Controller's department from A-87 Cost Reimbursements.

The CSG increase is in the Registrar of Voters as a result of the greater number of billable participating jurisdictions that participate in the Gubernatorial General Election compared to the Gubernatorial Primary Election.

These increases are offset by a net decrease of $0.1 million in PSG, primarily in the Sheriff's Department due to decreases in law enforcement services to other governments, partially offset by an increase in the Public Defender from a reclassification of intergovernmental revenue to charges for services.

## Other Intergovernmental Revenue

Other Intergovernmental Revenue decreases by $7.9 million or 10.3%. There are decreases of $6.6 million in LUEG in large part in Planning and Land Use related to the completion of grant projects for the Fuels Reduction Program and $1.7 million in PSG, primarily in the Sheriff's Department due to a decrease in reimbursements for Trial Court services, as well as an increase of $0.4 million in CSG in Housing and Community Development related to aid from the Housing Authority.

## Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties remain unchanged.

## Licenses, Permits & Franchises

Licenses, Permits & Franchises increases by $0.5 million primarily in HHSA in Regional Operations from marriage license fees that support domestic violence services.

## Miscellaneous Revenues

Miscellaneous Revenues increase by $2.7 million. Increases include $2.5 million in LUEG, $0.8 million in FGG, $0.5 million in CSG, and $0.3 million in PSG, net of a decrease of $1.4 million in HHSA to align with historical actuals. The largest increase is in LUEG and is attributed to insurance reimbursements for firestorm recovery claims in Public Works; recovered expenditures for the Hazardous Materials Management Division in Environmental Health; and from court case settlement funds budgeted for IT equipment enhancements of the Mobile Inspection Program implementation and Household Hazardous Waste collection events in Environmental Health.

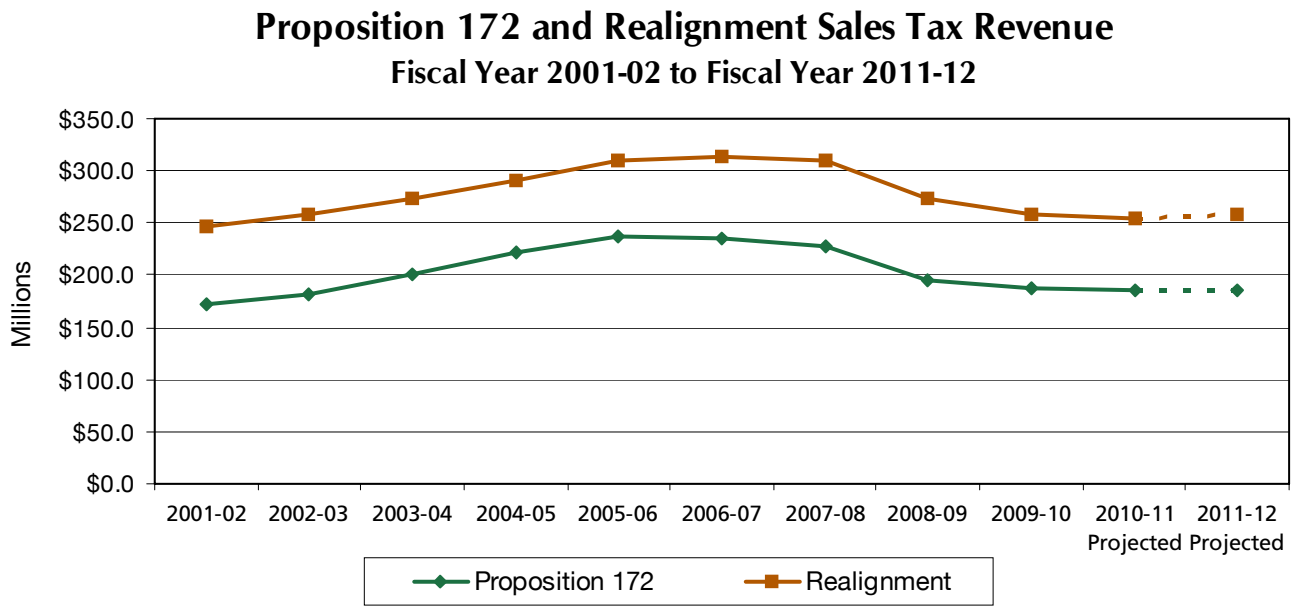
## Revenue from Use of Money & Property

Revenue from Use of Money & Property decreases by $0.7 million. The primary source of the decrease is in the Public Safety Executive Office due to reduced rents and leases revenue.

## Taxes Other than Current Secured

Taxes Other than Current Secured reflect minimal change.

Following are some of the largest and most closely watched program revenues. Please see the individual Group and department sections beginning on page 107 for more specific information on the various other program revenues.




Notes: 2001-02 to 2009-10 figures represent actual revenue. Fiscal Year 2010-11 and 2011-12 figures represent projected revenue as included in the Fiscal Year 2010-12 Adopted Operational Plan.

- **Health and Social Services Realignment Revenues** ($254.7 million in Fiscal Year 2010-11 and $257.7 million in Fiscal Year 2011-12) are received from the State to support health, mental health and social services programs. The term Realignment refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health and social services programs, along with the provision of dedicated sales tax and vehicle license fee revenues to pay for these services.

  Between Fiscal Years 2001-02 and 2006-07, annual revenue growth averaged 4.9%. Revenues declined by 0.7% in Fiscal Year 2007-08 which represented the earlier stages of the economic downturn. For Fiscal Year 2008-09, a modest increase over the Fiscal Year 2007-08 actual revenues was anticipated, but instead the economy sharply contracted with actuals below the prior year by 12.2%. For Fiscal Year 2009-10, a marginal decrease over Fiscal Year 2008-09 was expected (0.5%); however, the year-end revenues were 5.0% or $13.7 million below 2008-09 actuals.

  For Fiscal Year 2010-11, these revenues are being budgeted cautiously and are expected to be below the Fiscal Year 2009-10 actual amount by 1.6% ($4.3 million). It is anticipated that the economy will keep these revenues relatively flat in Fiscal Year 2011-12. The chart above shows the realized revenues for Health and Social Services Realignment for Fiscal Years 2001-02 through 2009-10 and projected levels for Fiscal Years 2010-11 through 2011-12

- **Proposition 172 - Public Safety Sales Tax Revenues** ($185.9 million in Fiscal Year 2010-11 and $185.9 million in Fiscal Year 2011-12) support regionwide public safety services provided by three Public Safety Group departments - the Sheriff, District Attorney and Probation. The revenue source is a dedicated one-half cent of the statewide sales tax that was approved by the voters in 1993 and is distributed to counties based on the relative levels of taxable sales in each county to the total taxable sales in all qualified counties. Counties in turn distribute a portion of the Proposition 172 receipts to its cities according to ratios established pursuant to the Government Code.

Between Fiscal Years 2001-02 and 2005-06, annual revenue growth averaged 8.3%. Fiscal Year 2006-07 saw a small decline of 0.7%, followed by a further drop of 3.1% in Fiscal Year 2007-08 due to the slowing in several sectors of the economy that influence retail sales. For Fiscal Year 2008-09, a modest increase over the Fiscal Year 2007-08 actual revenues was anticipated, but instead actuals fell from prior year levels by 14.1% due to the decline in the economy.

For Fiscal Year 2009-10, these revenues continued to decline with year-end revenues of $188.2 million, a 3.8% decline over Fiscal Year 2008-09 actuals. For Fiscal Year 2010-11, revenues are budgeted cautiously and are assumed to be below the Fiscal Year 2009-10 actual amount by 1.2% ($2.3 million). The chart on the preceding page shows the realized revenues for Proposition 172 for Fiscal Years 2001-02 through 2009-10 and projected levels for Fiscal Years 2010-11 through 2011-12. See also, the discussion of General Purpose Revenue allocations on page 72.

- **Tobacco Settlement Revenues** ($31.7 million in Fiscal Year 2010-11 and $24.2 million in Fiscal Year 2011-12) by Board of Supervisors Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County*, are dedicated to health care-based programs. These revenues are the result of the historic Master Settlement Agreement in 1998 between the California Attorney General and several other states and the four major tobacco companies. The agreement provided more than $206 billion in Tobacco Settlement Payments over 25 years in exchange for the release of all past, present and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

  To reduce the risk of nonreceipt of the Tobacco Settlement Payments, some counties and states opted to securitize these payments. Securitization is a process whereby the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment. The County of San Diego helped to pioneer this process and received $466 million in January 2002 in exchange for its Tobacco Settlement Payments. The net proceeds were placed in an endowment fund and are spent pursuant to the Board of Supervisors Policy.

  In May 2006, the County securitized additional anticipated receipts and added $123.5 million to the endowment fund. These proceeds will enable the County to fund approximately $27.5 million of health care programs annually through approximately 2034. The $31.7 million budgeted in Fiscal Year 2010-11 reflects $7.5 million in one-time, nonsecuritized Tobacco Settlement funds and $24.2 million in Securitized Tobacco funds. Another $3.3 million will be appropriated and retained in the Tobacco Securitization Special Revenue Fund as an unallocated reserve in Fiscal Year 2010-11. A request will be submitted to the Board of Supervisors if the additional resources are needed.

## General Fund - General Purpose Revenue

General Purpose Revenue (GPR) makes up 25.5% of the General Fund Financing Sources. Please see the separate discussion of General Purpose Revenue beginning on page 64.

## General Fund - Use of Fund Balance/ Designations

Use of Fund Balance, including reserve/designation decreases, ($291.4 million in Fiscal Year 2010-11 and $98.8 million in Fiscal Year 2011-12), represents 7.8% of General Fund Financing Sources in Fiscal Year 2010-11. Fund Balance is the result of careful management of resources Countywide in past years. It is both a resource that can be used for one-time expenses and one that serves as a cushion for unexpected events or requirements. By its nature, fund balance is not suitable for the support of ongoing operations.

The following list details the various General Fund - Use of Fund Balance budgeted for Fiscal Year 2010-11:

- One-time capital needs for the volunteer fire protection districts via the Fire Protection and Emergency Medical Services Grant Program.
- Aerial Fire Suppression "Call When Needed" support.
- Potential costs related to death penalty cases.
- Juvenile Voice Supervision Pilot Program in the Probation department.
- One-time needs associated with the Automated Field Reporting/Records Management System project.
- Safety equipment replacement in the Sheriff's Department.
- Regional Communication System enhancements rebudget.

- One-time funding for a County Probation Officer dedicated to the Sports Training, Academics & Recreation/Police Athletic League (STAR/PAL) program.
- Business Process Reengineering, Imaging and IT initiatives in the Health and Human Services Agency.
- Juvenile Diversion Program one-time support.
- 211 San Diego one-time support.
- One-time support for the Chronic Disease Program contract with the California Highway Patrol.
- Major maintenance projects.
- Capital projects, including the County Operations Center (COC) and Annex Redevelopment - Phase 1B project, Juvenile Probation Complex Parking Expansion, MSCP land acquisition, Sweetwater Regional Park energy upgrades, Sweetwater Lane Park synthetic turf project, Agua Caliente Park water, sewer, and electrical line replacement, Animal Services South Shelter Cat Housing Facility replacement project, and Animal Services South Shelter multi-purpose barn.
- Peripheral relocations related to the COC capital project.
- Site search funding for COC Annex tenants.
- General Plan Update/Zoning Ordinance project costs rebudget.
- MSCP (North) Resource Management Plans to protect biological and cultural resources.
- Consultants for work related to various Tribal councils.
- Web-based Stormwater Outreach project.
- Smuggler's Gulch dredging project.
- Vector Disease and Diagnostic Laboratory equipment rebudget.
- Vegetation management, fire suppression and debris clean up for Tijuana River and Otay River Valley.
- Vegetation Management Environmental Impact Report (EIR).
- Fire program prevention and response activities, such as:
  - Fire Safe Communities Evacuation Study.
  - Volunteer personal safety equipment rebudget.
  - Fire Prevention personal safety equipment.
  - Volunteer Stipends rebudget.
  - Improvements to volunteer fire stations rebudget.
  - Fire contract rebudget.
  - Dead, dying and diseased tree removal rebudget.
  - Fire deployment study implementation plan augmentation.
- Firestorm 2007 permit waiver rebudget.
- Parks and Recreation one-time support to maintain operational hours at twelve park facilities.
- Planning and Land Use Building Division core services support.
- Planning and Land Use Code Enforcement backlog rebudget.
- Campo Wastewater Plant upgrades.
- Inland Rail Trail project management rebudget.
- Valley Center Interpretive Trail signs rebudget.
- Sweetwater utility conversion rebudget.
- Assorted stormwater, residential pest management and flood control costs rebudget.
- Consultant expense rebudget for the Purchase of Agricultural Conservation Easements (PACE) program and Otay Mesa Special Area Management Plan (SAMP).
- Woodside Drainage improvement rebudget.
- Jamul Special Drainage Area rebudget.
- Contribution to the Environmental Trust Fund to sustain operations in future years at County-owned inactive or closed landfills.
- Vehicle equipment rebudget for Agriculture, Weights and Measures and Parks and Recreation.
- Animal Services Shelter replacement of cat cages.
- Animal Services flatbed trailers.
- Animal Services South Shelter equipment and major maintenance rebudget.
- Fund balance designation for the Registrar of Voters for low revenue election years.
- Registrar of Voters November 2010 Gubernatorial General Election support.
- Workforce Academy for Youth (WAY) program.
- Various information technology projects, such as:
  - Document digitization in Planning and Land Use and Public Works.
  - Infrastructure and upgrade needs in the District Attorney's Office.
  - Intergraph Computer Assisted Design (CAD) in the Sheriff's Department.
  - IT costs associated with the COC relocations in the Sheriff's Department.
  - Take Me Home Project rebudget in the Sheriff's Department.
  - Land Use and Environment Group Business Case Management System rebudget and enhancements.
  - Fleet Management Logic Routing system rebudget.
  - Data imaging enhancements rebudget.

- Geographic Information System enhancements rebudget.
- Documentum electronic repository for CD files project in Housing and Community Development.
- Centralized "on-boarding" process in the Department of Human Resources.
- Registrar of Voters IT enhancements and equipment.
- Learning Management System (LMS) upgrade.
- Web Integrated Tax System (WITS) 2.0 one-time project.
- One-time County Technology Office Initiatives.
- Integrated Property Tax System implementation rebudget.
- Service First online initiative rebudget.

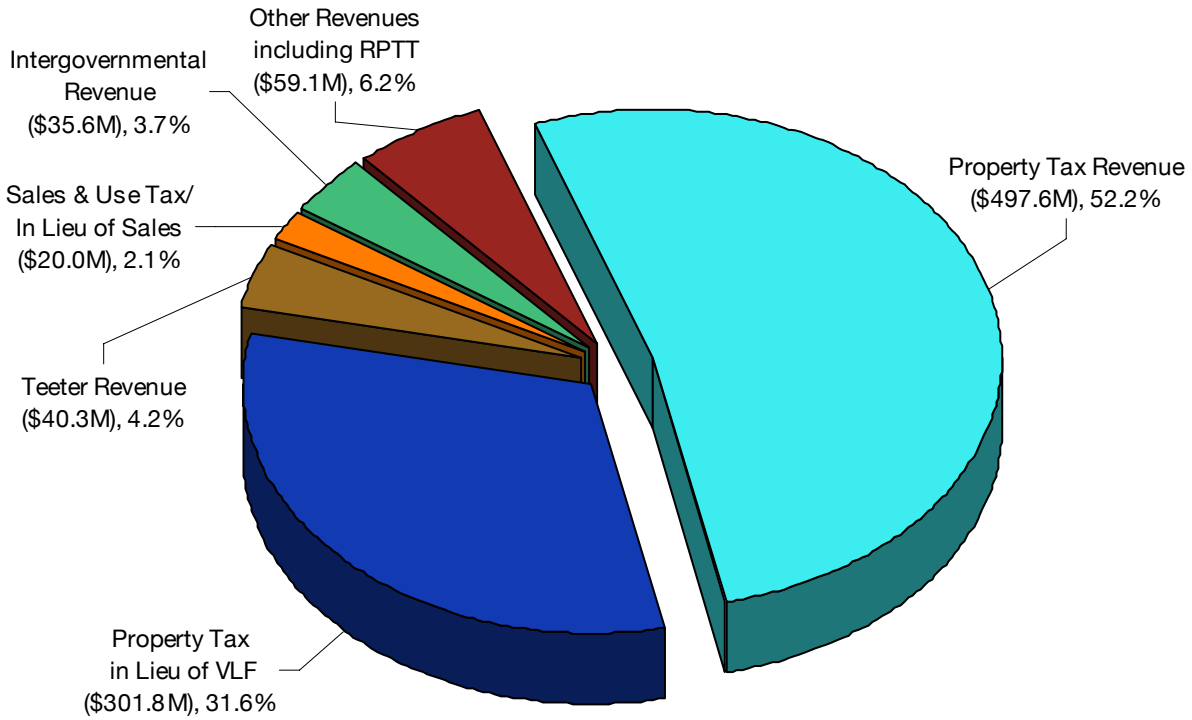
- One-time match for library material donations for the new Ramona and Fallbrook library branches.
- Replacement of the County Law Case Management System.
- Grants provided to community organizations.
- One-time support to partially offset the dramatic decline in Proposition 172 revenues.
- Management reserves.

# General Purpose Revenue

## General Purpose Revenue by Source

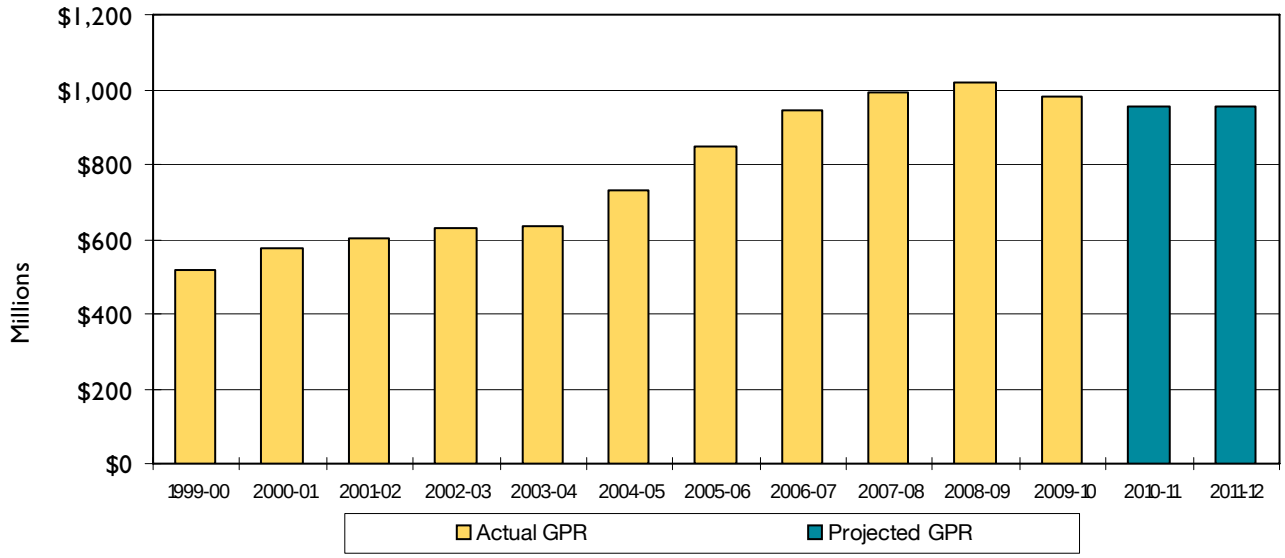
General Purpose Revenue (GPR) represents approximately 25.5% of the General Fund's Financing Sources. This revenue comes from property taxes, property tax in lieu of vehicle license fees (VLF), the Teeter program, sales and use tax, real property transfer tax (RPTT), Aid from Redevelopment Agencies, and miscellaneous other sources. It may be used for any purpose that is a legal expenditure of County funds. The Board of Supervisors, therefore, has the greatest flexibility in allocating this revenue. Details of the major components of General Purpose Revenue are discussed below.

**General Purpose Revenue by Source**
**Fiscal Year 2010-11: $954.4 million**

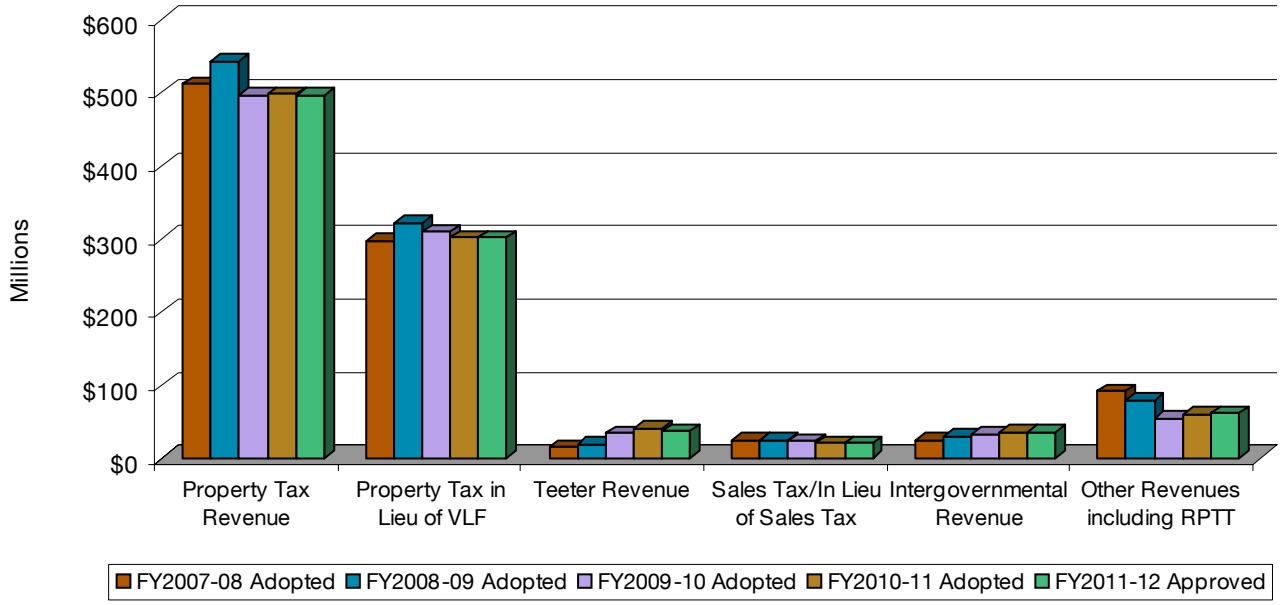



For the ten-year period of Fiscal Year 1999-2000 through Fiscal Year 2009-10, GPR grew by an annual average of $46.4 million. This is a decrease from the nine-year average of $55.7 million from Fiscal Year 1999-2000 through Fiscal Year 2008-09. The national recession that began in December 2007 and the corresponding State and local downturn have had a significant impact on GPR. For Fiscal Year 2010-11, the $954.4 million budgeted for GPR is an increase of $3.7 million or 0.4% from the Fiscal Year 2009-10 budgeted amount of $950.7 million. These resources are projected to decline slightly to $953.3 million in Fiscal Year 2011-12. See the chart on the following page for an historical view of GPR.

## General Purpose Revenue History
### Fiscal Year 1999-00 to Fiscal Year 2011-12




## General Purpose Revenue by Source
### Fiscal Years 2007-08 Through 2011-12



| General Purpose Revenue by Source (in millions) | Fiscal Year 2007-08 Adopted Budget | Fiscal Year 2008-09 Adopted Budget | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|
| Property Tax Revenue | $ 511.4 | $ 543.1 | $ 496.3 | $ 497.6 | $ 496.7 |
| Property Tax in Lieu of VLF | 297.1 | 321.0 | 309.3 | 301.8 | 301.8 |
| Teeter Revenue | 14.6 | 18.1 | 33.9 | 40.3 | 37.0 |
| Sales and Use Tax/In Lieu of Sales Tax | 24.7 | 24.8 | 23.4 | 20.0 | 20.3 |
| Intergovernmental Revenue | 24.9 | 29.1 | 33.4 | 35.6 | 35.9 |
| Other Revenues including RPTT | 90.8 | 78.7 | 54.4 | 59.1 | 61.5 |
| Total | $ 963.6 | $ 1,014.7 | $ 950.7 | $ 954.4 | $ 953.3 |

## Property Tax Revenue

**Property Tax Revenue**, ($497.6 million in Fiscal Year 2010-11 and $496.7 million in Fiscal Year 2011-12), including current secured, current supplemental and current unsecured represents 52.2% of the total General Purpose Revenue. (The term "current" refers to those taxes that are due and expected to be paid in the referenced budget year.) For Fiscal Year 2010-11, budgeted property tax revenue is $1.3 million or 0.3% higher than the budget for Fiscal Year 2009-10. Property tax revenue is projected to decline 0.2% or $0.8 million for Fiscal Year 2011-12.

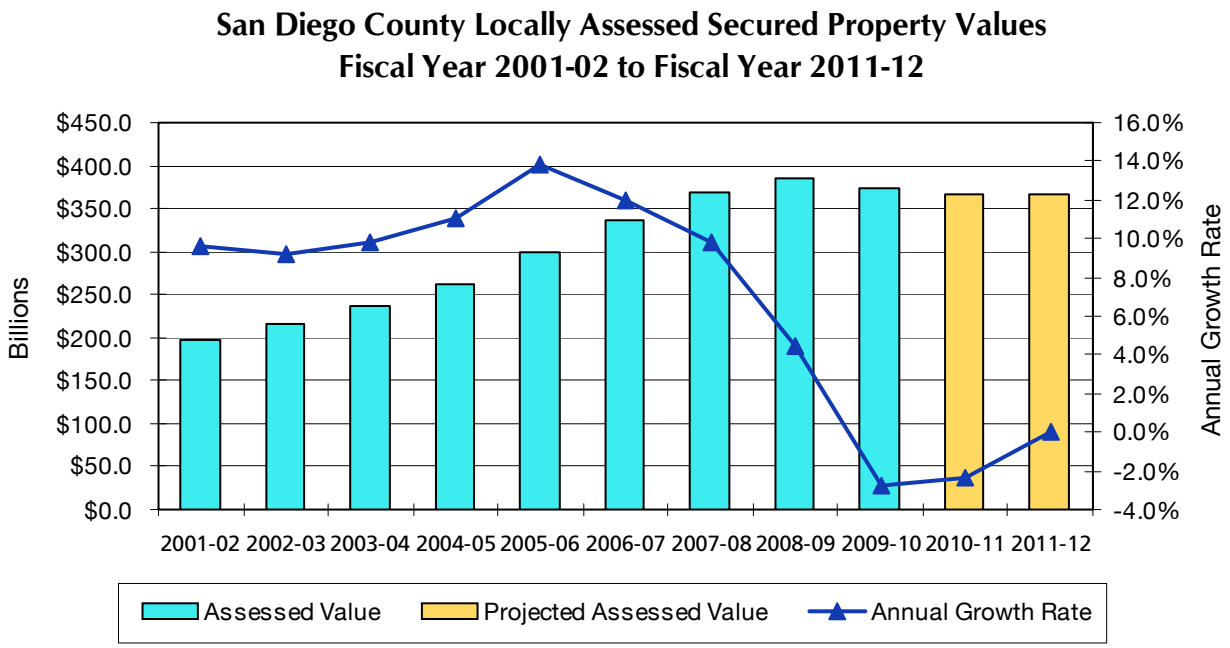
Property Tax Revenue in the State of California is a funding source for local governments and school districts and is based on ad valorem property taxation, whereby the amount due is calculated by applying a 1% tax rate to the assessed value of real property (land and improvements) and certain business personal property owned by tenants. The assessed value of property is tracked on the secured, unsecured and supplemental tax rolls. Counties generate the property tax bills and collect the tax payments on behalf of the taxing entities within their respective boundaries. In some cases, there are additional special assessments approved by the voters, which are included on the tax bills as well. Property tax payment amounts received by the counties are then distributed to the various taxing entities.

The assessed value of real property has been in decline over the last two years in San Diego County as a result of the credit crisis and economic downturn that began in 2007. Consequently property tax revenue has decreased. Both the commercial and residential real estate markets remain soft, although signs of stabilization have begun to appear as discussed in the Economic Indicators section beginning on page 19. The table above presents a summary of historical and projected property tax revenue to show the changes by category.

- ***Current Secured*** property taxes ($477.2 million in Fiscal Year 2010-11 and $476.3 million in Fiscal Year 2011-12) are budgeted to decrease by $1.9 million in Fiscal Year 2010-11 from the adopted level for Fiscal Year 2009-10.

  This revenue is generated from the secured roll, that part of the roll containing real property, including residential and commercial property as well as State-assessed public utilities. The Fiscal Year 2010-11 revenue amount assumes a 2.35% decrease in the local secured assessed value from the actual current secured assessed value amount for 2009-10 (which was a 2.8% decrease from the prior year), and makes certain assumptions regarding the County's share of countywide property tax revenues, the delinquency rate and the amount of tax roll correc-tions and refunds on prior year assessments.

  In Fiscal Year 2010-11, corrections and refunds are expected to decline compared to Fiscal Year 2009-10 because a significant portion of the decrease in property values since 2007 will have been captured and reflected in the total value of the 2010 tax assessment roll. Thus, while the amount of secured property tax payments will decrease because of the decline in assessed value, the decrease in property tax revenues will be mitigated by the reduction in expected refunds and corrections. The result is only a 0.4% decrease in current secured property tax revenues in Fiscal Year 2010-11 compared to the amount budgeted for Fiscal Year 2009-10. For Fiscal Year 2011-12, local secured assessed value is assumed to remain flat but the County's share of total property tax revenues is expected to decrease marginally.




Notes: The projected locally assessed secured values assume a -2.35% decline in 2010-11 and no growth in 2011-12.
Source: San Diego County Auditor and Controller.

- ***Current Supplemental*** property taxes ($3.1 million in Fiscal Year 2010-11 and $3.2 million in Fiscal Year 2011-12) are derived from net increases to the secured tax roll from either new construction or changes in ownership that occur subsequent to the January 1 lien date and are, therefore, more difficult to predict. These actions are captured on the supplemental roll. The slowdown in new construction and the decline in real estate prices are being acutely felt in supplemental property tax revenues. In many change of ownership transactions, instead of a property owner being billed for an additional amount of property tax because the value of the property after the transaction is higher than the value as of the lien date, the property owner receives a refund because the value is lower than it was on the lien date.

  In Fiscal Year 2005-06, refunds countywide totaled $4.0 million. They increased to $6.2 million in Fiscal Year 2006-07, increased to $15.0 million in 2007-08, and exceeded $38.3 million in Fiscal Year 2008-09. Supplemental refunds totaled $21.6 million in Fiscal Year 2009-10, and are anticipated to be marginally less than $21.6 million in Fiscal Year 2010-11.

  Current supplemental property tax revenues were $29.5 million in Fiscal Year 2005-06. They dropped to $23.4 million in Fiscal Year 2006-07, to $14.0 million in Fiscal Year 2007-08, to $2.4 million in Fiscal Year 2008-09, and to $1.9 million in Fiscal Year 2009-10. The Adopted Operational Plan assumes that this weakness will continue through the next two fiscal years with the Fiscal Year 2010-11 amount being $3.1 million, followed by a marginal increase to $3.2 million in Fiscal Year 2011-12.

- ***Current Unsecured*** property taxes ($17.3 million in Fiscal Year 2010-11 and $17.2 million in Fiscal Year 2011-12) do not build on a prior year base. The unsecured roll is that part of the assessment roll, consisting largely of business personal property owned by tenants. The roll is forecasted based on trends and available information at the time the budget is developed. A marginally more conservative projection is used for Fiscal Year 2011-12.

Property Tax Summary (in millions)

| | Fiscal Year 2008-09 Adopted Budget | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Current Secured | $ 511.8 | $ 500.5 | $ 479.2 | $ 486.8 | $ 477.2 | $ 476.3 |
| Current Supplemental | 15.1 | 2.4 | 0.3 | 1.9 | 3.1 | 3.2 |
| Current Unsecured | 16.2 | 16.9 | 16.8 | 17.7 | 17.3 | 17.2 |
| Total | $ 543.1 | $ 519.8 | $ 496.3 | $ 506.4 | $ 497.6 | $ 496.7 |

## Property Tax in Lieu of Vehicle License Fees (VLF)

Property Tax in Lieu of Vehicle License Fees (VLF) comprises 31.6% ($301.8 million) of the budgeted General Purpose Revenue amount in Fiscal Year 2010-11 and 31.7% of the projected amount ($301.8 million) in Fiscal Year 2011-12. Beginning in Fiscal Year 2004-05, this revenue source replaced the previous distribution of vehicle license fees to local governments. Per the implementing legislation, revenue levels for this funding source are based on the growth or reduction in net taxable unsecured and local secured assessed value, which is estimated to be a reduction of 2.3% for Fiscal Year 2010-11. The Fiscal Year 2011-12 revenue is estimated using a flat assessed value growth calculation.

## Teeter Revenue

Teeter Revenue ($40.3 million in Fiscal Year 2010-11 and $37.0 million in Fiscal Year 2011-12) represents about 4.2% of General Purpose Revenue in Fiscal Year 2010-11.

In Fiscal Year 1993-94, the County adopted the alternative method of secured property tax apportionment available under Chapter 3, Part 8, Division 1, of the Revenue and Taxation Code of the State of California (also known as the "Teeter Plan"). This alternative method provides for funding each taxing entity included in the Teeter Plan (named after its author) with its total secured property taxes during the year for which the taxes are levied, regardless of whether all taxes due were paid by the property owner in that year. Under this plan, the County advances funds to these entities to cover the unpaid (delinquent) taxes (the "Teetered taxes"). The County's general fund benefits from this plan by being entitled to future collections of penalties and interest that are also due once the delinquent taxes are paid.

Teeter Revenue is projected based on the anticipated collection of the County's portion of the Teetered taxes from the prior year and cumulative prior years as well as the interest and penalty payments, which appear in the Teeter Tax Loss Reserve Excess account. See the table on page 71 for the amount of revenue pertaining to each of these three components. A legal requirement of the Teeter Plan requires the County to maintain a tax loss reserve fund to cover losses that may occur if delinquent taxes are not paid and the property goes into default and is sold for less than the outstanding taxes and assessments. Throughout the year, all interest and penalties collected on Teetered secured and supplemental property taxes are first deposited into the Teeter Tax Loss Reserve Fund. Any excess amounts above 25% of the total delinquent secured taxes and assessments may be transferred to the general fund.

For Fiscal Year 2010-11, collections from previous years' receivables are budgeted to decrease by $1.1 million based on the size of the outstanding annual receivables and anticipated collection trends and market conditions. In Fiscal Year 2010-11, excess amounts from the Teeter Tax Loss Reserve Fund increase from the $14.0 million that was budgeted in Fiscal Year 2009-10 to $21.5 million budgeted in Fiscal Year 2010-11, based on the change in the expected level of Teetered taxes. They are expected to decrease to $19.0 million in Fiscal Year 2011-12.

## Sales & Use Tax Revenue

Sales & Use Tax Revenue ($20.0 million in Fiscal Year 2010-11 and $20.3 million in Fiscal Year 2011-12) represents about 2.1% of General Purpose Revenue and is derived from taxable sales by retailers who sell or rent tangible personal property in unincorporated areas of the county or from use taxes from consumers who purchase tangible personal property from out of state. Use taxes are also imposed on the storage, use, lease or other consumption of tangible personal property at any time a sales tax has not been paid by the retailer. The amounts shown in the table on page 66 reflect the combined Sales and Use Tax

revenues and the In Lieu Local Sales & Use Tax replacement funding that will be transferred to the County from the Educational Revenue Augmentation Fund (ERAF). The ERAF was established in 1992-93 and 1993-94 in response to serious State budgetary shortfalls. The legislature and administration permanently redirected over $3 billion of property taxes from cities, counties, and special districts to schools and community college districts. These redirected funds reduced the state's funding obligation for K-14 school districts by a commensurate amount.

The In Lieu Local Sales & Use Tax is referred to as the "triple flip" and was effective July 1, 2004. Assembly Bill (AB) 7 XI, *California Fiscal Recovery Financing Act*, one of the 2003-04 State budget bills, enabled the State to redirect one-quarter cent of the local sales and use tax to the State to repay up to $15.0 billion in bonds authorized by Proposition 57 (2004), *Economic Recovery Bond Act*, to help the State refinance its past debt. In turn, the lost local sales tax revenues are replaced on a dollar-for-dollar basis with countywide property tax revenues shifted back from the ERAF.

Sales & Use Tax revenue had been growing moderately over the past few years in concert with population growth and new retail business formation in the unincorporated areas of the county. However, the recent economic volatility, housing market declines, and unemployment trends have impacted retail sales at the statewide, Southern California and San Diego regional level resulting in a Fiscal Year 2009-10 shortfall of $2.9 million compared to budget. The sales tax revenues are showing signs of improvement in the first six months of 2010 compared to 2009 and this trend is expected to continue through the end of the calendar year. For Fiscal Year 2009-10, the amount budgeted is $3.4 million, or 14.6%, below the Fiscal Year 2009-10 Adopted Budget. Sales Tax growth in Fiscal Year 2011-12 is anticipated to be $0.3 million, or 1.5%, over Fiscal Year 2010-11.

Intergovernmental Revenue (in millions)

| | Fiscal Year 2008-09 Adopted Budget | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Aid from Redevelopment Agencies | $ 18.0 | $ 37.7 | $ 22.1 | $ 24.1 | $ 24.3 | $ 24.6 |
| State Aid HOPTR | 5.3 | 5.1 | 5.1 | 5.0 | 5.0 | 5.0 |
| Federal Payments In Lieu of Taxes | 0.6 | 1.5 | 1.0 | 1.1 | 1.1 | 1.1 |
| Aid from City of San Diego | 5.2 | 7.57 | 5.2 | 5.2 | 5.2 | 5.2 |
| Total | $ 29.1 | $ 51.9 | $ 33.4 | $ 35.4 | $ 35.6 | $ 35.9 |

## Intergovernmental Revenue

Intergovernmental Revenue ($35.6 million in Fiscal Year 2010-11 and $35.9 million in Fiscal Year 2011-12) represents funding the County receives from various intergovernmental sources including Redevelopment Agencies, the City of San Diego (pursuant to a Memorandum of Understanding related to the County's Central Jail), the federal government (Payments in Lieu of Taxes (PILT) for tax-exempt federal lands administered by the Bureau of Land Management, the National Park Service, and the U.S. Fish and Wildlife Service), and the State of California (reimbursement to the County for the Homeowner's Property Tax Relief (HOPTR) program). The largest portion of this funding is from redevelopment agencies based on the provisions of Article 16, Section 16 of the California Constitution, and Health and Safety Code Section 33670, which provides for the division of certain portions of property tax revenues between redevelopment projects and other taxing agencies. Under the HOPTR program, homeowners are exempted from paying property taxes on the first $7,000 of the assessed value of their personal residence and the state reimburses local taxing entities for the related loss of revenue. The table above presents a summary of historical and projected intergovernmental revenue to show the changes by category.

## Other Revenues

Other Revenues for Fiscal Year 2010-11 total $59.1 million and increase to $61.5 million in Fiscal Year 2011-12. The Fiscal Year 2010-11 amount represents an 8.6% or $4.7 million increase over the Fiscal Year 2009-10 Adopted Budget, primarily from an anticipated increase in Real Property Transfer Tax (RPTT). Various revenue sources make up this "Other Revenues" category including RPTT, interest on deposits, fines, fees and forfeitures, prior year property taxes, penalties & cost delinquency taxes, franchise fee revenue, cable and video licenses and other miscellaneous revenues.

The largest component of this revenue category for Fiscal Year 2010-11, at $17.1 million, is Penalties & Cost Delinquency Taxes. These revenues are received as a result of penalties assessed on the late payment of current year taxes (those taxes paid late, but before the end of the fiscal year). The second largest component of Other Revenues, RPTT, is a leading indicator of local economic strength. RPTT revenue for Fiscal Year 2010-11 is budgeted at $12.7 million, a 116% ($6.8 million) increase from the Fiscal Year 2009-10 Adopted Budget, reflecting an improvement in the volume of transactions from the substantial slowing and overall volatility that began in fall 2008. Revenues are projected to improve by $0.6 million or 5.0% in Fiscal Year 2011-12 with an assumption that property re-sales will continue to improve, but only modestly. RPTT is paid when any lands, tenements, or other realty exceeding $100 in value are sold and granted, assigned, transferred or conveyed to the purchaser. The tax rate, set by the State, is $0.55 per $500 of assessed valuation. The County realizes 100% of the revenues from transactions in the unincorporated area and 50% of the revenues from transactions in the incorporated areas.

The following table presents a summary by account of historical and projected General Purpose Revenue.

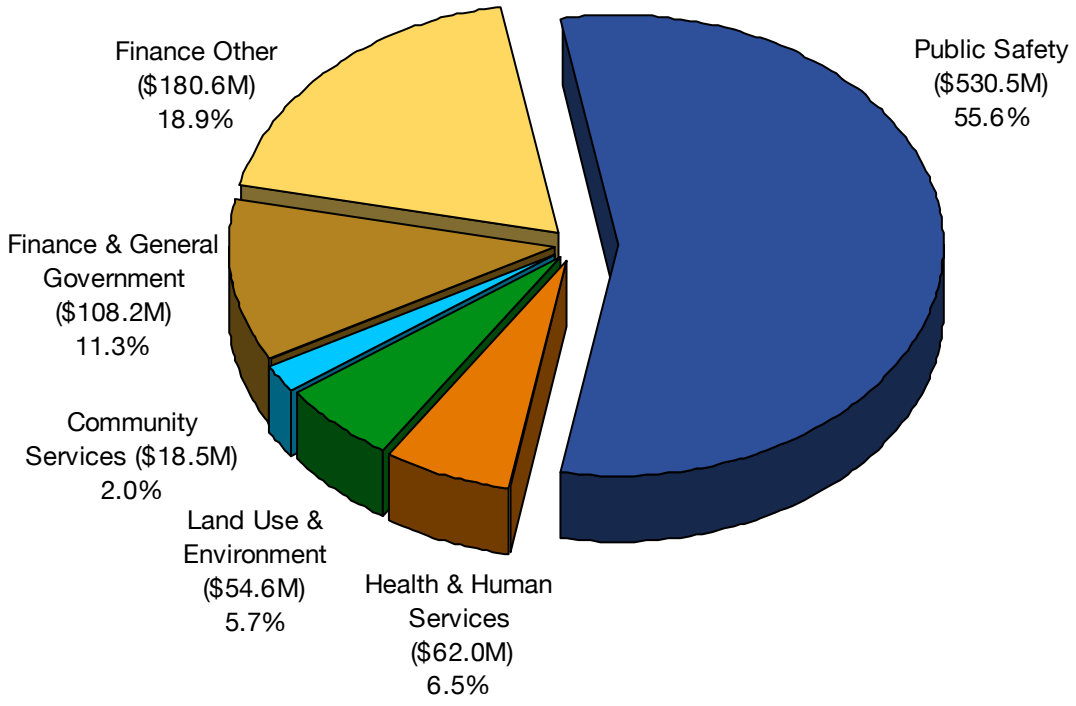
## General Purpose Revenue

| | Fiscal Year 2007-08 Adopted Budget | Fiscal Year 2008-09 Adopted Budget | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|
| Property Taxes Current Secured | $ 474,620,362 | $ 511,838,614 | $ 479,141,686 | $ 477,192,517 | $ 476,341,208 |
| Property Taxes Current Supplemental | 20,774,990 | 15,049,668 | 315,120 | 3,044,869 | 3,189,148 |
| Property Taxes Current Unsecured | 15,998,030 | 16,173,808 | 16,826,271 | 17,338,957 | 17,205,054 |
| Property Tax In Lieu of VLF | 297,094,027 | 320,951,431 | 309,263,588 | 301,837,082 | 301,837,082 |
| Teeter Tax Reserve Excess | 2,500,000 | 5,000,000 | 14,000,000 | 21,500,000 | 19,000,000 |
| Teeter Prop Tax Cumulative Prior Years | 12,104,075 | 8,495,850 | 4,435,615 | 6,204,217 | 5,709,718 |
| Teeter Prop Tax Prior Year | | 4,610,797 | 15,455,034 | 12,554,621 | 12,299,045 |
| Sales & Use Taxes | 18,446,000 | 18,258,000 | 17,442,429 | 14,999,966 | 15,224,965 |
| In Lieu Local Sales & Use Tax | 6,276,651 | 6,499,874 | 5,990,080 | 5,003,345 | 5,078,395 |
| State Aid HOPTR | 5,286,616 | 5,286,616 | 5,078,014 | 4,985,000 | 4,985,000 |
| Federal In-Lieu Taxes | 640,728 | 640,728 | 1,023,206 | 1,056,408 | 1,056,408 |
| Aid From City Of San Diego | 5,222,553 | 5,222,553 | 5,222,553 | 5,222,553 | 5,222,553 |
| Redevelopment Incr./Aid from Red. Agencies | 13,800,000 | 18,000,000 | 22,100,000 | 24,362,009 | 24,612,382 |
| Property Taxes Prior Secured | 200,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| Property Taxes Prior Secured Supplemental | 13,449,234 | 8,042,956 | 2,583,671 | 2,030,625 | 2,132,156 |
| Property Taxes Prior Unsecured | 500,000 | 100,000 | 300,000 | 300,000 | 300,000 |
| Property Taxes Prior Unsecured Suppl. | 200,000 | - | 300,000 | 200,000 | 200,000 |
| Other Tax Aircraft Unsecured | 1,750,000 | 2,078,915 | 3,045,000 | 3,045,000 | 3,090,675 |
| Transient Occupancy Tax | 3,000,000 | 3,200,000 | 3,300,000 | 2,500,000 | 2,600,000 |
| Real Property Transfer Taxes | 21,456,251 | 17,739,779 | 5,854,000 | 12,659,593 | 13,292,572 |
| Franchises, Licenses, Permits | 4,896,000 | 5,366,234 | 9,231,379 | 10,083,693 | 10,136,530 |
| Fees, Fines & Forfeitures | 1,815,890 | 1,393,208 | 2,141,064 | 2,124,258 | 2,196,598 |
| Penalties & Cost Delinquency Taxes | 17,543,586 | 18,469,627 | 18,412,468 | 17,102,675 | 17,038,429 |
| Interest On Deposits & Investments | 25,000,000 | 21,172,081 | 7,385,109 | 7,623,775 | 9,123,775 |
| Interfund Charges/ Miscellaneous Revenues | 1,025,007 | 709,261 | 1,458,713 | 1,028,837 | 1,028,307 |
| Total | $ 963,600,000 | $ 1,014,700,000 | $ 950,705,000 | $ 954,400,000 | $ 953,300,000 |

## Allocation of General Purpose Revenue by Group

General Purpose Revenue (GPR) is allocated annually to fund County services based on an analysis of available program revenues, federal/State service delivery obligations and the priorities and strategic direction set by the Board of Supervisors. While the Fiscal Year 2010-11 budget for the Public Safety Group represents 26.3% of total County expenditures, the allocation of GPR for services in that Group equals 55.6% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 37.5% of total County expenditures but, because of significant amounts of funding from program revenues, it is allocated only about 6.5% of the total GPR. As noted above, the total amount of GPR increases in the Fiscal Year 2010-11 Adopted Budget by $3.7 million, but only the Public Safety Group's allocation is increased; the allocations to the four other business groups are decreased. The GPR allocations for all five of the business groups are proposed to increase in Fiscal Year 2011-12.

**General Purpose Revenue Allocations by Group/Agency**
**Fiscal Year 2010-11: $954.4 million**

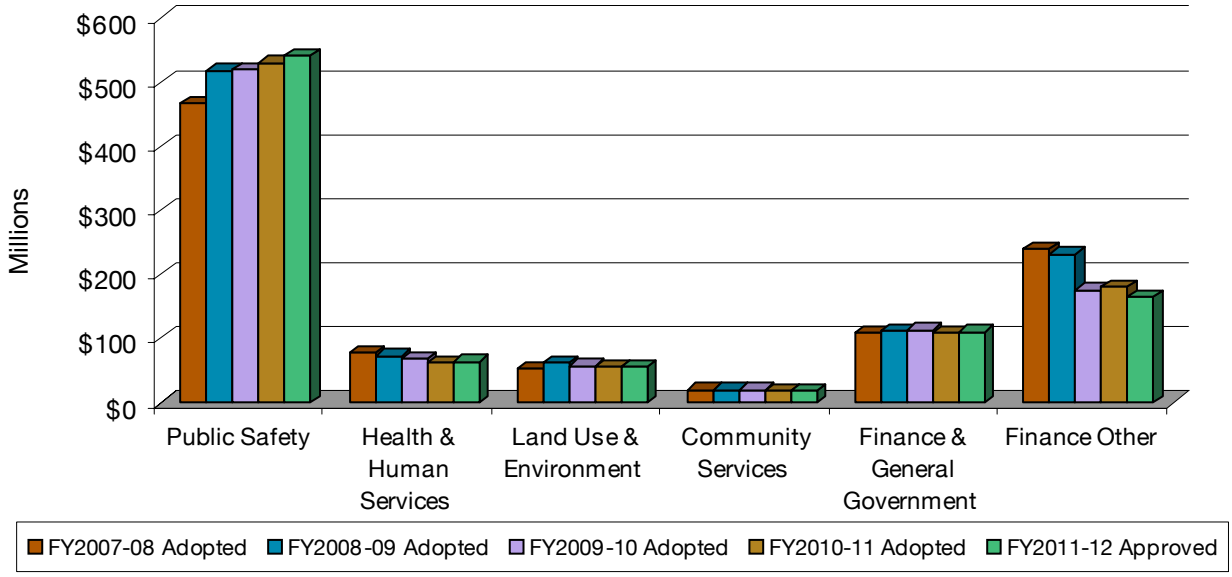



The allocation of GPR for Fiscal Years 2010-11 and 2011-12 reflects a multi-year strategic approach to managing County resources within the current challenging economic environment. The primary goals of this strategy are to preserve core public safety and non-public safety services, maintain the commitment to the County's capital program, and position the County for addressing anticipated increases in contributions to the retirement fund.

The various aspects of the challenging economic environment are described elsewhere in this document, but to recap, the County has been facing falling revenues from significant funding sources once considered to be the solid foundation for meeting the needs of a steadily growing population. The total assessed value of real estate in the County has fallen for the second year in a row, resulting in a decline in revenues from current secured property taxes and from property tax in lieu of vehicle license fees, both key components of GPR, which, as noted above, is

budgeted at $954.4 million in Fiscal Year 2010-11, a large drop from a high of $1.01 billion in Fiscal Year 2008-09. The significant drop in retail sales statewide has caused Proposition 172 and Realignment revenues to plummet from a high of $236.4 million for Proposition 172 in Fiscal Year 2005-06 to the Fiscal Year 2010-11 budgeted amount of $185.9 million (-$50.5 million), and from a high of $313.0 million for Realignment in Fiscal Year 2006-07 to the Fiscal Year 2010-11 budgeted amount of $254.7 million (-$58.3 million).

## General Purpose Revenue Allocations by Group/Agency
### Fiscal Years 2007-08 Through 2011-12




General Purpose Revenue Allocations by Group/Agency (in millions)

| | Fiscal Year 2007-08 Adopted Budget | Fiscal Year 2008-09 Adopted Budget | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|
| Public Safety | $ 467.2 | $ 517.6 | $ 519.1 | $ 530.5 | $ 540.9 |
| Health & Human Services | 77.4 | 72.2 | 67.6 | 62.0 | 63.1 |
| Land Use & Environment | 51.9 | 62.2 | 56.5 | 54.6 | 55.9 |
| Community Services | 19.5 | 19.9 | 19.2 | 18.5 | 18.7 |
| Finance & General Government | 107.6 | 111.7 | 113.3 | 108.2 | 110.2 |
| Finance Other | 240.1 | 231.1 | 175.1 | 180.6 | 164.5 |
| Total | $ 963.6 | $ 1,014.7 | $ 950.7 | $ 954.4 | $ 953.3 |

Compounding the impact of these and other falling or stagnant revenues, required contributions to the retirement fund are expected to increase by an average of 20% annually over the next five years as a result of a 25.71% loss in the retirement fund's market value in Fiscal Year 2008-09. While this rate of increase is not certain, and could in fact be more or less depending upon the actual performance of the fund, it is prudent to plan with this possibility in mind.

The resource management strategy to address these issues over the next two years is summarized as follows:

- Increase the GPR allocation to the Public Safety Group in Fiscal Year 2010-11 by $11.3 million to cover the net cost of negotiated salary and benefit increases.
- Reduce the GPR allocations to the other four operating groups and the County Library Fund in Fiscal Year 2010-11 by a total of $15.4 million and reallocate those resources to the pension stabilization fund.
- Shift resources no longer needed for pension obligation bond payments to the retirement contributions account to make the required increase in pension fund payments in Fiscal Year 2010-11 as well as to make voluntary additional payments to the fund to help reduce the unfunded actuarial accrued liability.
- Use fund balance of $16.3 million in Fiscal Year 2010-11 to partially offset the $25.0 million decrease in budgeted Proposition 172 revenues in the Public Safety Group in order to sustain core services until the economic indicators can provide a clearer picture of likely revenue levels for Fiscal Year 2011-12 and beyond.
- Use $4.4 million of the Realignment fund balance designation in Fiscal Year 2010-11 to partially offset the decrease in budgeted Realignment revenues.
- Assume no negotiated wage or benefit increases for Fiscal Year 2011-12.
- Shift $15.0 million from the pension stabilization fund in Fiscal Year 2011-12 to the five operating groups to fund the net cost of the anticipated further increase in required retirement fund contributions.
- Tentatively allocate $16.3 million of fund balance in Fiscal Year 2011-12 to public safety services in PSG only as a placeholder until a clearer revenue picture for that year emerges. The intent is to eliminate the use of fund balance in Fiscal Year 2011-12 and evaluate the combination of options that may be available to close this gap.
- Use $32.8 million of the Realignment fund balance designation in Fiscal Year 2011-12 to offset the anticipated shortfall in realignment revenues compared to the County's obligation to fund a share of the costs for certain health and social services programs. This amount is tentative and dependent upon the direction of the economy over the next year.

Further detail about the impact of the reductions in GPR allocations is provided in the Group/Agency and department sections that begin on page 107. The above charts and table show the amount of General Purpose Revenue allocated to support each Group/Agency for Fiscal Years 2010-11 and 2011-12 compared to the three prior fiscal years.

# Capital Projects

## Capital Projects

Each year, the County assesses the need for capital improvements in accordance with Board of Supervisors Policies G-16, *Capital Facilities and Space Planning* and B-37, *Use of the Capital Program Funds*. These policies provide guidelines for the County's multi-year approach to planning for capital projects. The projects identified in this process include the improvement to or acquisition of land and facilities. Infrastructure projects, such as roads, bridges and sewer lines, are reviewed separately and budgeted in the applicable operating fund (e.g., Road Fund or sanitation district funds). The Fiscal Year 2010-11 capital projects budget for the County is $192.5 million. The following chart shows the dollar amount and number of projects with new appropriations by Capital Program fund, as well as a summary by Group/Agency of the remaining dollar amount for projects previously budgeted and the number of projects still underway. Once appropriations are established for a capital project, they are carried forward until the project is completed.

### Capital Appropriations

| | Dollar Amount | Number of Projects |
|---|---|---|
| **Appropriation Increases for New & Existing Capital Projects (Fiscal Year 2010-11)** | | |
| Capital Outlay Fund | $ 136,235,000 | 9 |
| Justice Facility Construction Fund | 56,250,000 | 2 |
| Total - Appropriation Increases for New & Existing Capital Projects (Fiscal Year 2010-11) | $ 192,485,000 | 11 |
| | | |
| | | |
| **Projects Underway** | | |
| Public Safety Group | $ 99,816,292 | 11 |
| Health & Human Services Agency | 10,408,910 | 8 |
| Land Use & Environment Group | 54,708,773 | 100 |
| Community Services Group | 151,023,196 | 15 |
| Finance & General Government Group | 6,883,705 | 1 |
| Total - Projects Underway | $ 322,840,876 | 135 |
| | | |
| Grand Total | $ 515,325,876 | 146 |

The Capital Program section of this Operational Plan on page 435 highlights major projects and includes a schedule of lease-purchase payments related to previously debt-financed projects.

# Reserves and Resources

## Reserves and Resources

The County maintains a prudent level of reserves for various purposes. The tables below display the reserves and other available resources and fund balance designations as of July 1, 2009 and July 1, 2010.

County Reserves and Resources (in millions)

| | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2010-11 Adopted Budget |
|---|---|---|
| General Reserve | $ 55.5 | $ 55.5 |
| General Fund Contingency Reserve-Operations | 20.0 | 20.0 |
| Group/Agency Management Reserves | 29.6 | 28.7 |
| Debt Service Reserves | 31.5 | 24.0 |
| Environmental Trust Fund | 66.1 | 63.9 |
| Tobacco Securitization Endowment Fund | 427.0 | 412.2 |
| Workers' Compensation Fund | 92.1 | 98.7 |
| Public Liability Fund | 27.0 | 34.2 |
| Total | $ 748.8 | $ 737.2 |

Fund Balance Designations (General Fund only, in millions)

| | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2010-11 Adopted Budget |
|---|---|---|
| Designated - Sheriff Capital Project | $ 4.0 | $ 4.0 |
| Designated - Dept. of Voter Registration | 0.0 | 1.3 |
| Designated - Planning and Land Use | 0.7 | 0.7 |
| Designated - Environmental Health | 3.3 | 0.0 |
| Designated - HA Kearny Mesa Lease | 0.2 | 0.0 |
| Designated - Realignment | 73.7 | 69.3 |
| Designated - ROV Equipment Replacement | 0.4 | 0.4 |
| Designated - Economic Uncertainty | 100.0 | 100.0 |
| Total | $ 182.3 | $ 175.7 |

**General Reserve** — A reserve established to address unforeseen catastrophic situations. By law, the General Reserve may be established, cancelled, increased or decreased at the time of adopting the budget with a three-fifths vote of the Board of Supervisors. It may be increased at any time during the year with a four-fifths vote of the Board, and in the case of a legally declared emergency as defined in Government Code §29127, the Board by a four-fifths vote may appropriate these funds and make the expenditures necessary for the emergency. Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount for this reserve that equates to 5% of budgeted General Purpose Revenue. The County's General Reserve of $55.5 million equates to 5.8% of Fiscal Year 2010-11 budgeted General Purpose Revenue and is in compliance with the policy.

**General Fund Contingency Reserve** — The amount appropriated for unforeseen operational uncertainties

during the fiscal year. Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount for this reserve that equates to 2% of budgeted General Purpose Revenue. The $20.0 million budgeted for Fiscal Year 2010-11 equates to 2.1% of General Purpose Revenue and complies with that policy.

**Group/Agency Management Reserves** — Appropriations established at the Group/Agency or department level to fund unanticipated items during the fiscal year or for a planned future year use.

**Debt Service Reserves** — The portion of bond proceeds for various County Certificates of Participation and Lease Revenue Bonds that are set aside to provide assurance to the investors that funds are available should the County not be able to make a lease payment from currently budgeted resources. The necessary level of debt service reserves was reduced as part of the Justice Facilities refunding in the fall of 2009.

**Environmental Trust Fund** — Proceeds from the sale of the County's Solid Waste System on August 12, 1997, were set aside to fund inactive/closed landfill management for approximately 30 years. The decrease from Fiscal Year 2009-10 to Fiscal Year 2010-11 represents the net of the amount drawn down to support landfill management operations during Fiscal Year 2009-10 and the Fiscal Year 2010-11 addition of $4.0 million to the fund, based on General Fund fund balance, to bolster the reserve for future years' operations.

**Tobacco Securitization Endowment Fund** — The County established the Tobacco Securitization Endowment Fund in January 2002. In lieu of receiving the Tobacco Settlement revenue on an annual basis, the County securitized the payment stream and deposited the net proceeds of $412.0 million into the Tobacco Securitization Endowment Fund on a total securitization of $466.0 million. Based on certain assumptions of portfolio yield, these proceeds would have enabled the County to fund approximately $24.2 million of health care programs annually through approximately 2020. In May 2006, the original issuance was refunded through a second securitization and an additional $123.5 million was deposited into the fund. It is estimated that this will extend the life of the endowment fund from the year 2020 to 2034 and allow for $27.5 million in anticipated proceeds annually.

**Workers' Compensation Fund** — Established for Workers' Compensation Claims liability. An annual actuarial assessment is done to estimate the liability and to ensure that the County is maintaining sufficient reserves for current and future claims. The liability is estimated to be $95.0 million as of July 1, 2010, which includes $22.8 million in expected costs for Fiscal Year 2010-11. The cash balance in the fund was $98.7 million as of July 1, 2010.

**Public Liability Fund** — Established to reflect contingent liabilities. An annual actuarial assessment is done to estimate the liability and to ensure that the County is maintaining sufficient reserves for current and future claims. The liability is estimated to be $23.1 million, which includes $9.3 million in expected costs for Fiscal Year 2010-11. The cash balance in the fund was $34.2 million as of July 1, 2010.

**Fund Balance Designations (General Fund only)** — The Board of Supervisors has determined from time to time that certain amounts of fund balance be designated for particular purposes. Balances can increase or decrease depending upon whether the funds are being accumulated for later use, are being used because of fluctuating workloads, or to make scheduled payments over a limited time. The current designations include the following:

- **Designated - Sheriff Capital Project** — Established in Fiscal Year 1999-00, this designation is for future departmental capital expenditures.
- **Designated - Dept. of Voter Registration** — This designation was established in Fiscal Year 2003-04 to provide sustained funding for those election years with few billable participating jurisdictions. The designation is increased by $1.3 million in Fiscal Year 2010-11 and will be used to help fund election services in Fiscal Year 2011-12.
- **Designated - Planning and Land Use** — The Building/Code Enforcement designation is set aside to balance revenue to costs for work in progress in coming fiscal years. The designation ensures that excess revenue over cost paid by Department of Planning and Land Use customers is used only to fund expenses related to building permit activities.
- **Designated - Environmental Health** — In Fiscal Year 2003-04, the Department of Environmental Health (DEH) established this fund balance designation to set aside any excess revenue over cost that may occur in some fiscal years for use in a subsequent fiscal year when costs exceed revenue. The designation ensures that excess revenue over cost paid by DEH customers is used only to fund expenses in DEH.
- **Designated - HA Kearny Mesa Lease** — This designation was established in Fiscal Year 2005-06 based on a payment from the Housing Authority to pay the remaining annual lease payments for the Housing Authority office building located in the Kearny Mesa area of San Diego. The lease payments, which will end in Fiscal Year 2012-13, have been made from the

designation since Fiscal Year 2006-07. Now that the designation has been depleted, future payments will be offset by General Purpose Revenue, in recognition of interest that would otherwise have been earned on the Housing Authority funds.

- **Designated - Realignment** — This designation was established in Fiscal Year 2005-06 to provide a funding source for future years when fluctuations in ongoing realignment revenues may result in inadequate resources to fund the realigned Health, Mental Health and Social Services programs. The Health and Human Services Agency will use $4.4 million of this designation in Fiscal Year 2010-11 to support its programs because of the economic downturn's continued impact on realignment revenues.
- **Designated - ROV Equipment Replacement** — This designation was established in Fiscal Year 2008-09 to set aside funding for replacement of election equipment based on revenue received for that purpose from participating jurisdictions in November 2006. These monies will not be used until a new long-term voting system has been selected.
- **Designated - Economic Uncertainty** — This designation was established in Fiscal Year 2009-10, to comply with Board of Supervisors Policy B-71, *Fund Balance and Reserves*, which sets a target amount that equates to 10% of General Purpose Revenue. The designation remains at $100.0 million, slightly above the Fiscal Year 2010-11 10% target level of $95.4 million.

# Debt Management Policies and Obligations

## Debt Management

The County of San Diego uses debt financing to: (i) fund certain capital assets that support the provision of services by the County; (ii) achieve savings in meeting its obligations to the pension fund; and (iii) provide for short term cash flow requirements. The decision to use debt financing is governed by several factors including the nature of the project to be financed, availability of other financing, and the current economic climate. The County enters into both long- and short-term financings, which undergo the scrutiny of the credit rating agencies. The County's long-term financings adhere to a Board of Supervisors approved policy. This policy, the County's current credit ratings and the various forms of debt financing utilized by the County are described in more detail below.

## Long-Term Obligation Policy

The foundation of any well-managed debt program is a comprehensive debt management policy that sets forth the parameters for issuing debt and managing the outstanding debt portfolio and provides guidance to decision makers. Adherence to a long-term financial strategy and policy is important to ensure that the County maintains a sound debt position and that credit quality is protected. The County Board of Supervisors adopted Board Policy B-65, *Long-Term Financial Obligation Management Policy*, on August 11, 1998, and periodically reviews and updates it as necessary. Policy B-65, along with the rating agencies' analyses, has been the foundation for the County's debt program. For purposes of this policy, long-term financial obligations are those that exceed one fiscal year. Key points included in the policy are:

- All long-term financings shall comply with federal, State and County Charter requirements,
- All long-term obligations must be approved by the Board of Supervisors after approval by the Debt Advisory Committee, which is composed of the Chief Financial Officer (CFO), the Auditor and Controller and the Treasurer-Tax Collector. Accompanying each long-term financial obligation will be a cost benefit analysis, the identification of the funding source, an assessment of the ability to repay the obligation, the impact on the current budget, commitments to future budgets, maintenance and operational impact of the facility or asset and the impact on the County's credit rating,
- The term of the long-term obligation for the acquisition, replacement or expansion of physical assets will not exceed the useful life or the average life of the project or projects being financed,
- Long-term financial obligations will not be used to meet current operations or for recurring purposes,
- Variable rate obligations shall not exceed 15% of the County's outstanding long-term obligations,
- Long-term obligations issued through the County must qualify for an investment grade rating by one of the nationally recognized rating agencies or provide alternative credit enhancement to qualify. An exception to this requirement would be when bank qualified private placement bonds are issued through the County on a conduit basis to financially assist nonprofit organizations in the acquisition or development of low-income housing. In such cases, the long-term obligations that are privately placed as bank qualified investments would not be required to qualify for an investment grade rating,
- A policy of full and open disclosure on every financial report and long-term obligation will be enforced and a credit rating agency presentation/update shall be conducted at least annually,
- The County shall comply with all ongoing disclosure requirements,
- The County shall monitor earnings on bond proceeds and rebate excess earnings as required to the U.S. Treasury to avoid the loss of tax-exempt status, and
- The County shall continually review outstanding obligations and aggressively initiate refinancings when economically feasible and advantageous.

*Note:* Revisions to this policy are anticipated to be approved by the Board of Supervisors subsequent to the publication of this operational plan. To view the most current version of the policy, please visit the following Web site http://www.sdcounty.ca.gov/cob/policy/index.html.

## Credit Ratings

The most recent long-term credit review by the Moody's Investors Service and Fitch Ratings was performed in May 2010 when the agencies were assigning a short-term rating to the County's annual note issuance, and the most recent review by Standard & Poor's was performed in September

2009 in relation to the County's refunding of two of its existing Certificates of Participation (COPs) transactions - the 1997 Central Jail COPs and the 1998 Downtown Courthouse COPs. During these long-term credit reviews, all three major rating agencies affirmed the County's long-term issuer rating, lease financing ratings and pension obligation bond ratings, citing the County's broad, diverse economy, strong financial management and low to moderate debt burden in their rationale for the ratings they assigned. According to Moody's Investors Service, "the county's long-term ratings are based in large part upon its tax base which is expected to remain large, fundamentally sound, and economically diverse. The county's ratings also incorporate its sound financial position going into fiscal 2010 and strong financial management."

This past year Moody's Investors Service and Fitch Ratings have proceeded with recalibration activities of certain U.S. municipal finance credit ratings. Effective April 16, 2010, Moody's applied its Global Scale Rating (GSR) to the County and on April 30, 2010, Fitch Ratings recalibrated its ratings assigned to the County. The ratings in the table below reflect these recalibrations.

The San Diego County Employees Retirement Association (SDCERA) had its 'AAA' rating affirmed by Standard & Poor's in January 2009. The rating reflects the organization's overall capacity to pay its financial obligations, and is based on SDCERA's strong fund management, good funded status despite a challenging fiscal year and continued strong credit quality of the pension system's sponsor (County of San Diego).

The San Diego County Investment Pool continues to hold an AAAf/S1 rating from Standard & Poor's. The rating reflects the extremely strong protection the pool's portfolio investments provide against losses from credit defaults. The pool invests primarily in 'AAA' or 'A-1/P-1/ F-1' rated securities. The 'S1' volatility rating signifies that the pool possesses low sensitivity to changing market conditions given its low-risk profile and conservative investment policies.

The County of San Diego's credit ratings are as follows:

Credit Ratings

| | Moody's Investors Service | Standard & Poor's | Fitch Ratings |
|---|---|---|---|
| County of San Diego (Issuer Rating) | Aa1 (GSR) | AAA | AAA |
| Certificates of Participation and Lease Revenue Bonds | Aa3 (GSR) | AA+ | AA+ |
| Pension Obligation Bonds | Aa2 (GSR) | AA+ | AA+ |
| San Diego County Employees Retirement Association | — | AAA | — |
| County Investment Pool | — | AAAf/S1 | — |

*GSR - Global Scale Rating*

## Authority to Finance and Bond Ratios

The table on the following page lists the statutes authorizing the County of San Diego to enter into long- and short-term obligations and, if applicable, the legal authority on maximum bonded indebtedness. All long- and short-term obligations must conform to State and local laws and regulations. The basic constitutional authority for State and local entities to enter into long- and short-term obligations is in the Tenth Amendment to the U.S. Constitution. To incur long- or short-term obligations within the State of California, a political subdivision must have either express or implied statutory authority.

State constitutional limitations prohibit cities and counties from entering into indebtedness or liability exceeding in any year the income and revenue provided for such year unless the local agency first obtains two-thirds voter approval for the obligation.

However, there are three major exceptions to the debt limit which have been recognized by the California courts. The three exceptions are the Offner-Dean lease exception, the special fund doctrine and the obligation imposed by law.

The *Offner-Dean lease exception* provides that a long-term lease obligation entered into by an agency will not be considered an indebtedness or liability under the debt limit if the lease meets certain criteria.

The *special fund doctrine* is an exception to the debt limit which permits long-term indebtedness or liabilities to be incurred without an election if the indebtedness or liability is

payable from a special fund and not from the entity's general revenue. An example of a special fund would be one consisting of enterprise revenue which is used to finance an activity related to the source of the revenue, such as the activity of the enterprise.

The courts have applied the *obligation imposed by law* exception to indebtedness used to finance an obligation imposed on the local agency by law. The theory of this exception is that the obligation is involuntary; therefore, it would not be relevant to obtain voter approval.

**Authority to Finance**

| Issuer | Issuance Legal Authority |
|---|---|
| County of San Diego | General: Government Code §5900 et seq. and §29900 et seq. |
| | Maximum Indebtedness: Government Code §29909 |
| | Short-Term TRANs: Government Code §53820 et seq. |
| | Pension Obligation Bonds: Government Code §53580 et seq. |
| Nonprofit Public Benefit Corporation | Corporations Code §5110 et seq. |
| Joint Powers Authority | Government Code §6500 et seq. |
| Redevelopment Agency | Health and Safety Code §33000 et seq. |
| Housing Authority | Health and Safety Code §34200 et seq. |
| | Multi-family Bonds: Health and Safety Code §52075 et seq. |
| Assessment Bonds | Street and Highway Code §6400 et seq. and §8500 et seq. |
| Mello-Roos Community Facilities District | Government Code §53311 et seq. |
| Conduit Bonds | Government Code §26227 |

## Bond and Debt Service Ratios

Bond ratios useful to County management, the general public and investors are as follows:

**Bond Ratios**

| | Fiscal Year 2006-07 | Fiscal Year 2007-08 | Fiscal Year 2008-09 | Fiscal Year 2009-10 | Fiscal Year 2010-11 |
|---|---|---|---|---|---|
| Net Bonded Debt (in millions)[1] | $1,597.0 | $1,578.7 | $1,404.1 | $1,436.7 | $1,265.5[2] |
| Net Bonded Debt per Capita[3,4] | $517 | $504 | $441 | $446 | $388[4] |
| Ratio of Net Bonded Debt to Assessed Value | 0.45% | 0.41% | 0.35% | 0.36% | 0.32% |

[1] Net Bonded Debt excludes Redevelopment Agency Bonds and reflects the net effect of debt service reserves.

[2] Net Bonded Debt is reported as of June 30, 2010.

[3] Based on the January 1st annual estimated population figures for the County of San Diego provided by the State of California Department of Finance.

[4] Based on estimated January 1, 2011 population figures for the County of San Diego using an annual average growth for the last eight years.

Note: If the County were to issue General Obligation Bonds, the debt limit pursuant to Government Code §29909 would be 1.25% of the taxable property in the county. The estimated taxable assessed value in the county as of June 30, 2010 is $390.8 billion.

## General Fund Debt Service Ratios

The Total Debt Service reported in the table below is comprised of payments on the County's Pension Obligation Bonds, Certificates of Participation and Lease Revenue Bonds. They are described in the following section titled "Long-Term Obligations." In addition, the detail of the payments required for assets financed through the Certificates of Participation and Lease Revenue Bonds is provided on page 478 in the Capital Program section.

### Components of General Fund Debt Service Ratio (in millions)

| | Fiscal Year 2007-08 Adopted Budget | Fiscal Year 2008-09 Adopted Budget | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|
| General Fund Revenue[1] | $ 3,340.5 | $ 3,464.6 | $ 3.446.3 | $ 3,447.7 | $ 3,395.1 |
| Total Debt Service [2] | $ 115.2 | $ 128.3 | $ 129.4 | $ 120.5 | $ 120.6 |
| Ratio of Total Debt Service to General Fund Revenue | 3.45% | 3.70% | 3.75% | 3.49% | 3.55% |
| | | | | | |
| General Fund Share of Debt Service Cost [3] | $ 99.1 | $ 108.5 | $ 103.5 | $ 93.6 | $ 94.7 |
| Ratio of General Fund Share of Debt Service to General Fund Revenue | 2.97% | 3.13% | 3.00% | 2.71% | 2.79% |

[1]General Fund Revenue excludes fund balance and reserve/designation decreases.

[2] The decrease in Total Debt Service in Fiscal Year 2010-11 is mainly due to the final payment of principal and interest for the Information Technology Certificates of Participation made in Fiscal Year 2009-10.

[3] General Fund Share of Debt Service Cost excludes debt service chargeable to special revenue funds, enterprise funds, special districts and external funding sources.

## Long-Term Obligations

The County's outstanding long-term principal bonded debt as of June 30, 2010 and projected as of June 30, 2011 is:

Outstanding Principal Bonded Debt (in millions)

| | As of June 30, 2010 | Projected as of June 30, 2011 |
|---|---|---|
| Certificates of Participation | $ 278.4 | $ 251.6 |
| Lease Revenue Bonds | 136.9 | 136.9 |
| Pension Obligation Bonds | 874.3 | 848.9 |
| Redevelopment Agency Bonds | 14.6 | 14.3 |
| Total | $ 1,304.2 | $ 1,251.7 |

The following discussion explains the nature and purpose of each of the long-term financing instruments available to or used by the County.

**Certificates of Participation** (COPs) and **Lease Revenue Bonds** (LRBs) are sold to investors to raise cash for the financing of capital infrastructure. The repayment of these COPs and LRBs is secured by a revenue stream created by lease payments, often associated with the capital asset that the proceeds of the COPs or LRBs are funding. These lease payments are established in agreements between the County and another entity, typically either a nonprofit corporation, such as the San Diego County Capital Asset Leasing Corporation, or a joint powers authority, such as the San Diego Regional Building Authority. The annual lease payments from the County to the financing entity are in an amount sufficient to satisfy the principal and interest payments due to the holders of the COPs or LRBs. At the end of the lease period, the title to the asset is conveyed to the County.

The County first used COPs in 1955 with the financing of the El Cajon Administrative Building. Since then, the County has made use of various lease-backed transactions, both COPs and LRBs, to fund the County's major capital requirements. The County currently has COPs and LRBs outstanding, the proceeds of which were used to fund the construction of various justice facilities, the Edgemoor Skilled Nursing Facility and the County Operations Center.

**Taxable Pension Obligation Bonds** (POBs) are financing instruments typically used to pay some or all of a pension plan's unfunded liability. The bond proceeds are transferred to the issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer, and the proceeds are invested as directed by the pension system. POBs have been issued on several occasions by the County to reduce the unfunded actuarial accrued liability (UAAL) of the San Diego County Employees Retirement Association (SDCERA) on a lump sum basis rather than making actuarially determined amortized payments over a specified period of years. The size of the UAAL is determined annually by an actuary and can increase or decrease depending on changes in actuarial assumptions, earnings on the assets of the fund and retiree benefits. POBs totaling $430.4 million were first issued by the County in February 1994. Since this initial issue, the County has issued additional series of POBs: in September 2002, the County issued $737,340,000 of POBs, a portion of which refunded the POBs issued in 1994; in June 2004, the County issued an additional $454,112,916 of POBs; and in August 2008, $443,515,000 of POBs were issued to refund the variable rate portion of the POBs issued in 2002.

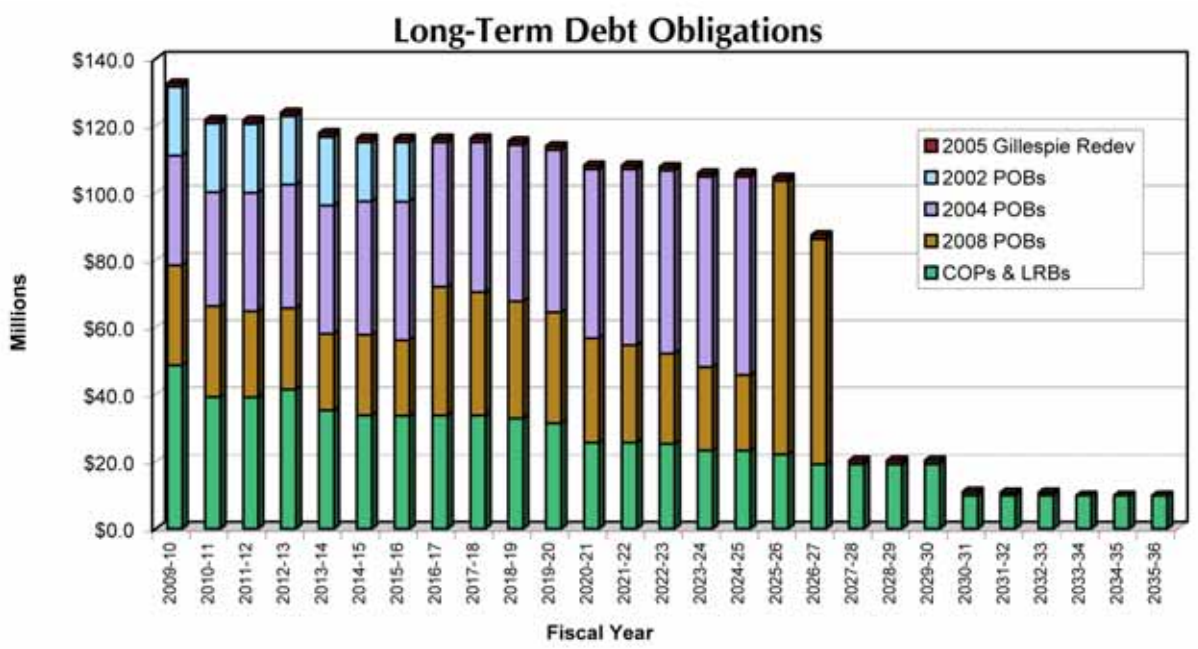
As of August 15, 2009, a total of $264 million of the principal component of the County's outstanding taxable POBs issuances has been prepaid. As anticipated in the Fiscal Year 2009-10 Operational Plan, the most recent prepayment occurred on July 1, 2009 and retired the $100 million of outstanding 2008 Series B1-B2 POBs (variable rate demand obligations). This most recent prepayment resulted in lowering the aggregate annual debt service for the taxable POBs from $86.0 million to $81.4 million and a further shortening of the final maturity to Fiscal Year 2026-27. As of June 30, 2010, the County had $874.3 million of taxable POBs outstanding.

**Redevelopment Agency Tax Allocation Bonds** (TABs) were issued on September 12, 1995 as limited obligations of the County of San Diego Redevelopment Agency (Agency) in the amount of $5.1 million. The Agency was formed on October 14, 1974 pursuant to Redevelopment

Law. The 1995 bonds were issued for the Gillespie Field Redevelopment Project, which is one of the Agency's two redevelopment project areas. The proceeds were used by the Agency to finance the construction of public improvements at the Gillespie Field Airport. On December 22, 2005, the Agency issued $16 million in TABs to refund all of the Agency's outstanding 1995 bonds and to repay loans owed to the County's Airport Enterprise Fund. These loans were used by the Agency to finance redevelopment activities in the Gillespie Field Redevelopment Project Area. In connection with the 2005 TABs, the County pledged to make limited payments to the Agency from the Airport Enterprise Fund. This pledge is a limited obligation of the County and is not secured by the County's General Fund. This pledge, along with certain tax increment revenues generated in the Gillespie Field Redevelopment Project Area, support annual principal and interest payments of approximately $1.2 million through Fiscal Year 2032-33; the final maturity of the 2005 TABs is in December 2032.

**General Obligation Bonds** (GO Bonds) are debt instruments issued by local governments to raise funds for the acquisition or improvement of real property. GO bonds are backed by the full faith and credit of the issuing entity; in California, authorization to issue GO bonds requires supermajority (two-thirds) voter approval. GO bonds are unique in that the bonds are secured by a pledge of the full faith and credit of the issuer, which includes the promise to levy an ad valorem tax in an unlimited amount as necessary to pay debt service. The County has no outstanding General Obligation Bonds.

The chart below shows the County's scheduled long-term obligation payments through Fiscal Year 2035-36, which include Certificates of Participation (COPs), Lease Revenue Bonds (LRBs), Taxable Pension Obligation Bonds (POBs) and Tax Allocation Bonds (TABs). The table following it shows the final maturity date, original principal amount and the outstanding principal amount for each of the County's current long-term financings.



The following chart reflects the County's outstanding financings as of June 30, 2010:

Outstanding County Financings

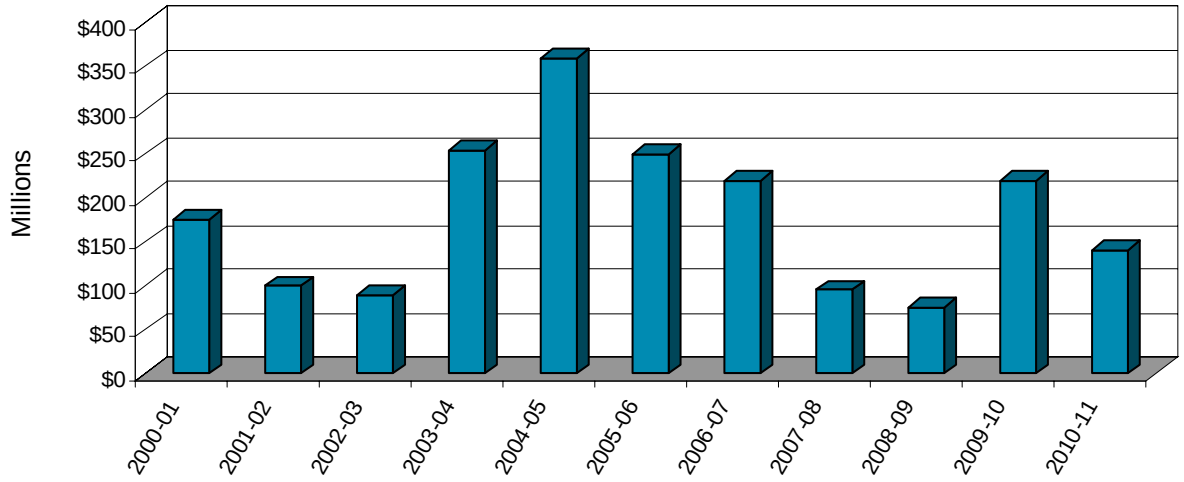
| | Final Maturity Date | Original Principal Amount | Principal Amount Outstanding |
|---|---|---|---|
| **Certificates of Participation and Lease Revenue Bonds** | | | |
| 1993 Master Refunding | 2012 | $ 203,400 | $ 14,800 |
| 2001 MTS Tower Refunding | 2019 | 36,960 | 24,075 |
| 2002 Motorola | 2010 | 26,060 | 3,320 |
| 2005 North & East County Justice Facility Refunding | 2019 | 28,210 | 21,695 |
| 2005 Edgemoor & RCS Refunding | 2019 | 112,395 | 92,410 |
| 2006 Edgemoor Completion Project | 2030 | 42,390 | 41,115 |
| 2009 COC Phase 1A | 2036 | 136,885 | 136,885 |
| 2009 Justice Facilities Refunding | 2025 | 80,940 | 80,940 |
| Total Certificates of Participation and Lease Revenue Bonds | | $ 667,240 | $ 415,240 |
| | | | |
| **Taxable Pension Obligation Bonds** | | | |
| Series 2002 | 2015 | $ 132,215 | $ 102,215 |
| Series 2004 [(1)] | 2024 | 454,113 | 437,186 |
| Series 2008 | 2027 | 343,515 | 334,935 |
| Total Taxable Pension Obligation Bonds | | $ 929,843 | $ 874,336 |
| | | | |
| **Redevelopment Agency Tax Allocation Bonds** | | | |
| 2005 Gillespie Field Refunding | 2032 | $ 16,000 | $ 14,640 |
| Total Redevelopment Agency Tax Allocation Bonds | | $ 16,000 | $ 14,640 |
| | | | |

[(1)] Series 2004 Principal Amount Outstanding is net of unaccreted value of the 2004 Series C Pension Obligation Bonds.

## Short-Term Obligations

During the course of the fiscal year, the County may experience temporary shortfalls in cash because of the unequal timing of expenditures and receipt of revenues. To mitigate these cash flow imbalances, the County borrows cash through the issuance of Tax and Revenue Anticipation Notes (TRANs). These notes mature within twelve to thirteen months of the date of issuance and are therefore considered short-term obligations. The chart below shows TRANs borrowing since 2000-01.

**Tax and Revenue Anticipation Notes (TRANs) - Cash Borrowing 2000-01 Through 2010-11**




## Conduit Issuances

Board of Supervisors Policy B-65, *Long-Term Financial Obligation Management Policy,* also provides for the County to assist qualified nonprofit and for-profit entities to access low-cost, tax-exempt financing for projects that provide a tangible public benefit, contribute to social and economic growth and improve the overall quality of life to the residents of the San Diego region. In these financings, the County is a conduit issuer whereby it issues tax-exempt long-term bonds on behalf of the qualifying entity. That entity, the conduit borrower, is responsible for all costs in connection with the issuance and repayment of the financing. Debt issued under the conduit program is secured by the borrower, and is not considered to be a debt of the County.

The Board of Supervisors, as outlined in Board Policy B-65, may consider conduit financing on behalf of nonprofit organizations upon recommendation of the Debt Advisory Committee. If the Committee decides that the conduit financing is feasible, financially and economically prudent, coincides with the County's objectives and does not impair the County's creditworthiness, the financing is then forwarded to the Board of Supervisors for consideration. To qualify as a conduit borrower, the applicant must have a positive credit history, the project to be financed must demonstrate a public benefit within the region and the bonds must be assigned an investment grade.

Assessment Act Proceedings may also be considered by the Board of Supervisors to provide for public improvements, whether initiated by petition of the owners, the County or a non-County agency. If the Debt Advisory Committee recommends the assessment financing, it will then be forwarded to the Board of Supervisors for consideration. All expenses related to the assessment financing will be borne by the applicants.

The following chart reflects the County's outstanding conduit issuances as of June 30, 2010:

Outstanding Conduit Issuances

| | Final Maturity Dates | Original Principal Amount | Principal Amount Outstanding |
|---|---|---|---|
| **Conduits** | | | |
| 1998 Sharp Healthcare | 2028 | $ 112,020 | $ 86,700 |
| 1998 San Diego Natural History Museum | 2028 | 15,000 | 12,000 |
| 2000 San Diego Museum of Art | 2030 | 6,000 | 5,700 |
| 2001 University of San Diego | 2041 | 36,870 | 29,025 |
| 2002 San Diego Imperial Counties | 2027 | 10,750 | 9,000 |
| 2003 Chabad | 2023 | 11,700 | 8,775 |
| 2003 San Diego Jewish Academy | 2023 | 13,325 | 10,650 |
| 2004 Bishop School | 2044 | 25,000 | 24,370 |
| 2004 Museum of Contemporary Art | 2034 | 13,000 | 9,750 |
| 2005 Burnham Institute for Medical Research * | 2031 | 24,500 | 20,785 |
| 2006 Burnham Institute for Medical Research | 2034 | 59,405 | 55,370 |
| 2006 San Diego Foundation | 2036 | 13,500 | 13,070 |
| 2008 The Arc of San Diego | 2038 | 13,250 | 13,100 |
| 2010 Salk Institute for Biological Studies | 2040 | 37,445 | 37,445 |
| Total Conduits | | $ 391,765 | $ 335,740 |
| | | | |
| **Housing** | | | |
| 1999 Laurel Village Apartments | 2014 | $ 1,670 | $ 1,406 |
| 2001 Village West | 2031 | 4,438 | 3,819 |
| 2002 Spring Valley | 2032 | 3,250 | 1,912 |
| Total Housing | | $ 9,358 | $ 7,137 |
| | | | |
| **Reassessment Bonds** | | | |
| 1997 4S Ranch Reassessment District Bonds | 2012 | $ 21,755 | $ 5,655 |
| Total Reassessment Bonds | | $ 21,755 | $ 5,655 |
| | | | |

* On July 2, 2009 the outstanding County of San Diego Variable Rate Demand Certificates of Participation (COPs) secured by payments received from the Sidney Kimmel Cancer Center, dated October 5, 2005, were remarketed as County of San Diego Variable Rate Demand COPs secured by payments received from the Burnham Institute for Medical Research.

# Summary of Financial Policies

## Background

The County of San Diego has long been recognized for its strong financial management practices. The Government Finance Officers Association has recognized the County for its annual financial report with the *Certificate of Achievement for Excellence in Financial Reporting* and for its budget document with the *Distinguished Budget Presentation Award.* The following is an overview of various policies that the County adheres to in its financial management practices and uses to guide the County's budgetary decision making process.

## Financial Planning and Budget

The County is actively engaged in financial and strategic planning activities. As discussed previously, the General Management System is the framework that guides County operations as is set forth in **Board of Supervisors Policy A-136**, *Use of County of San Diego General Management System for Administration of County Operations.*

- With the GMS as a guide for fiscal management practices, the County will:
  - Maintain fiscal stability to ensure the ability to provide services that customers rely on, in good times and in bad. All departments share in the responsibility of ensuring fiscal stability for the County.
  - Ensure that the financial management activities of the County support structural balance between ongoing revenues and expenditures.
  - Use the Strategic Plan as a guide to develop an annual five-year financial forecast to review primary cost drivers, service needs and available funding sources, which will lay the foundation for the upcoming Operational Plan.
  - Annually develop a structurally balanced two-year Operational Plan, the first year of which is formally adopted by the Board of Supervisors as the County's budget and the second year is accepted as a tentative plan.
    - California Government Code §29009 requires a balanced budget, defined as "the budgetary requirements shall equal the available financing," in the proposed and final budgets.
    - A structurally balanced budget means that ongoing, not one-time, resources are used to fund ongoing costs.
  - Conduct quarterly financial reporting processes to allow County managers to appropriately address changes in the external economic or internal fiscal conditions of the organization. At no time shall total expenditures exceed total appropriations; a budget amendment must be submitted and approved by the Board of Supervisors.
  - Develop and use performance measures to monitor progress and ensure that the County is on track to achieve its goals.

## Revenues

- As a political subdivision of the State, the County has all the powers specifically stated and necessarily implied in general law and the County Charter, including the power to assess, levy and collect taxes.
- The County shall review and evaluate revenues from all sources in order to maximize these revenues within existing legal provisions — **County Administrative Manual 0030-22**, *Revenue Management: Auditor and Controller & Chief Administrative Officer (CAO) Responsibilities*.
  - The County shall develop annual revenue estimates for the development of the Operational Plan relating to revenues under control of the CAO.
  - The County shall devise and monitor the goals and objectives of a revenue management program within policy guidelines prescribed by the Board of Supervisors.
- All revenues received by the County identified as "one-time" revenues will be appropriated to "one-time" expenditures only — **County Administrative Manual 0030-14**, *Use of One-Time Revenues*.
- County departments will seek to recover the full cost of all services they provide to agencies or individuals outside the County organization on a contractual or fee basis or when obtaining grant funding. Exceptions to this policy require Board of Supervisors approval for the nonreimbursed costs — **Board of Supervisors Policy B-29**, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery*.

- Full cost is defined as the sum of direct costs plus departmental overhead costs plus external indirect costs as calculated pursuant to the federal Office of Management and Budget Circular A-87 cost plan for the County (http://www.whitehouse.gov/omb/rewrite/circulars/a087/a87_2004.html).
- All proposed grant funding requests must be certified by the department head as being worthy of funding with County resources if external financing were unavailable.
- The establishment of fees, and subsequent changes to fees, will be done by ordinance or resolution at regularly scheduled meetings of the Board of Supervisors. Fees are to be deposited or paid in advance of delivery or completion of services. All fee schedules will be reviewed annually or more frequently, if warranted, to allow for full cost recovery.
- The CAO shall review all proposed new or changed fee schedules, grant applications and revenue contracts from an overall policy perspective before they are submitted to the Board of Supervisors for action. The County Counsel shall review all revenue contracts to ensure that the County's interests are protected.

- During the budget development process, selected departments may be asked to analyze services, either County operated or contracted, to determine if the quality, economy and productivity are equal to that of an alternative delivery method, including other government agencies, and to determine how the revenues can be maximized so the highest level or volume of services can be provided (**Board of Supervisors Policy B-63**, *Competitive Determination of Optimum Service Delivery Method*).
- There are three basic categories of funding sources for County programs and services - Program Revenue, General Purpose Revenue and fund balance.
  - Program Revenue may be received in the form of fees paid by customers for a particular service or may be received as a subvention or grant from the State or federal government based on qualifying services being provided to local residents. For purposes of constructing the Operational Plan, Program Revenue is defined to also include all revenue received by special funds.
  - General Purpose Revenue may be used to provide for any service that is within the legal purview of the County. It is used to match federal or State program revenues where required and to fund mandated and discretionary services where either no program revenue or insufficient program revenue is received. General Purpose Revenue shall be budgeted only after all other funding sources for those services are taken into account.
  - Fund balance results from an excess of revenues over expenditures in prior fiscal years. Fund balance is used to support one-time projects, not ongoing services.
- Revenue received from the Tobacco Master Settlement Agreement (1998) shall be allocated to support a comprehensive tobacco control strategy, to increase funding for health care-based programs, and to supplement, but not replace, existing health care revenue — **Board of Supervisors Policy E-14**, *Expenditure of Tobacco Settlement Revenue in San Diego County*.
- Revenue match contributions from the General Fund for required revenue match funding will be limited to the designated match level; i.e., if a 10% match is mandated, a maximum amount of 10% of program costs will be provided by the General Fund — **County Administrative Manual 0030-19**, *Revenue Match Limitations*.
- All County funds shall be established according to the procedures set forth in **County Administrative Manual 0030-18**, *Establishing Funds and Transfer of Excess Cash Balances to the General Fund*. Interest earned on all funds is deposited to the General Fund, unless specific legislation, codes or Board of Supervisors action directs otherwise. Earnings in excess of funding requirements are to be transferred to the General Fund.

## Expenditures

- The Chief Administrative Officer supervises the expenditures of all departments and reports to the Board of Supervisors whether those expenditures are necessary — **County Charter, Article VII, Section 703.4**.
- Changes during the year to the adopted budget are permitted by State law with approval by the Board of Supervisors or, in certain instances, by the Chief Financial Officer.
- Appropriation transfers of any amount between objects within a budget unit may be processed by the Auditor and Controller except when the transfer would have actual or potential programmatic impacts or are to or from Capital Projects or Operating Transfers between departmental budget units. Programmatic impact is defined as a change in program emphasis (e.g., due to shifts in workload or new opportunities), staffing or

method of service delivery from the adopted budget. Appropriation transfer requests that fall within the exception categories require approval from the Board of Supervisors — **County Administrative Manual 0030-1**, *Transfers of Appropriations between Objects within a Budget Unit.*

- As a general policy, the County does not backfill programmatic funding eliminated by the State.
- Contracts for services, when properly issued and administered, are an approved method to accomplish County program objectives. Pursuant to County Charter §§703.10 and 916, the County may employ an independent contractor if it is determined that the services can be provided more economically and efficiently than by persons employed in the Classified Service. The County may enter into contracts for services based upon conditions and methods as set forth in **Board of Supervisors Policy A-81**, *Procurement of Contract Services*.
- The County shall procure items or services on a competitive basis unless it is in the County's best interests not to use the competitive procurement process. The competitive procurement requirements may be satisfied through conducting either (a) formal bidding or (b) competitive negotiated procurement. Definitions and guidelines for exemptions and exceptions are outlined in **Board of Supervisors Policy A-87**, *Competitive Procurement*.
- The County will establish appropriations for the Community Enhancement Program at a level approximately equal to the amount of Transient Occupancy Tax revenues estimated to be collected each fiscal year. Each of the five Board of Supervisors office is allocated 20% of the total program amount for purposes of recommending grant awards to community organizations based on eligibility criteria and application guidelines — **Board of Supervisors Policy B-58**, *Funding of the Community Enhancement Program*.
- The County will annually include appropriations in the Operational Plan for the Neighborhood Reinvestment Program in varying amounts of up to $10.0 million subject to the budget priorities of the Board of Supervisors as detailed in **Board of Supervisors Policy B-72**, *Neighborhood Reinvestment Program.*

## Reserves

- The County provides a wide variety of services that are funded by a number of revenue sources. The County must be prepared for unforeseen events that could result in additional expenditure requirements or loss of revenue by establishing and maintaining prudent levels of fund balance and reserves.
- Pursuant to **Board of Supervisors Policy B-71**, *Fund Balance and Reserves*, the County will maintain fund balances and reserves in the General Fund as follows:
  - The *General Reserve* shall be targeted at the equivalent of 5% of budgeted General Purpose Revenue. The amount of the reserve may be increased or decreased at the time the budget is adopted with a three-fifths vote of the Board of Supervisors; after the budget is adopted, with a four-fifths vote of the Board, it may be increased or it may be used for legally declared emergencies as defined in Government Code §29127.
  - The General Fund appropriated *Contingency Reserve* shall be targeted at the equivalent of 2% of budgeted General Purpose Revenue. The Contingency Reserve provides a source of funding for unanticipated needs or to offset revenue shortfalls during the year.
  - *General Fund Designation of Fund Balance for Economic Uncertainty*: The maintenance level for this reserve shall be targeted at the equivalent of 10% of budgeted General Purpose Revenue. To the extent that fund balance is available in excess of that amount, the Chief Administrative Officer (CAO) may recommend the appropriation or commitment of the available balance for one-time purposes.
- Management Reserve appropriations may be established at the group or department level for unforeseen needs or one-time purposes that enhance or support services provided by the group or department.
- The Board of Supervisors may, from time to time, approve the designation of fund balance for specific purposes that are in addition to the designation for economic uncertainty.
- The Board of Supervisors may waive the requirement to maintain the reserves and fund balance designation for economic uncertainty at the targeted levels if it finds that it is in the best interest of the residents of the County to so do.
- In the event that the General Reserve, Contingency Reserve or Fund Balance Designation for economic uncertainty falls below targeted levels, the CAO will present a plan to the Board of Supervisors for restoration of those targeted levels.

## Debt Management

- The County adopted **Board of Supervisors Policy B-65**, *Long-Term Financial Obligation Management Policy*, to ensure sound financial management. The Policy governs the County's entry into financial obligations that exceed one fiscal year.
- Long-term debt financing will not be used to fund current operations or to finance ongoing operations.
- The Debt Advisory Committee reviews and evaluates all long-term financing obligations which bear the County of San Diego's name or the name of any subordinate agency of the County or any conduit financing prior to approval by the Board of Supervisors. The Committee reviews all proposed financings and based on its satisfactory determination, provides an evaluation for the Board of Supervisors and concurs on any Board letter related to debt financings.
- The County may issue Tax and Revenue Anticipate Notes (TRANs) as a short-term financing instrument to overcome temporary shortfalls in cash due to the timing of expenditures and receipt of revenues.
- For additional details on the County's debt management policy, refer to page 79 "Debt Management Policies and Obligations" section.

## Investments

- The San Diego County Treasurer-Tax Collector is responsible for the collection, banking, investment, disbursement and accountability of public funds, excluding pension funds. Accordingly, the County Treasurer shall annually prepare an Investment Policy that will be reviewed and monitored by the County Treasury Oversight Committee, established by the Board of Supervisors pursuant to California Government Code §§27130-27137.
- The monies entrusted to the County Treasurer (the Fund) will comprise an actively managed portfolio. This means that the Treasurer and his staff will observe, review and react to changing conditions that affect the Fund.
- The *San Diego County Treasurer's Pooled Money Fund Investment Policy* shall be annually reviewed and approved at a public hearing by the Board of Supervisors. When investing, reinvesting, purchasing, acquiring, exchanging, selling and managing public funds:
  - The primary objective shall be to safeguard the principal of the funds under the Treasurer's control.
  - The secondary objective shall be to meet the liquidity needs of the participants.
  - The third objective shall be to achieve an investment return on the funds under control of the Treasurer within the parameters of prudent risk management.
- The Treasurer shall prepare an investment report monthly to be posted on the Treasurer-Tax Collector's Web site.
- The Treasurer shall provide to the Treasury Oversight Committee an annual independent review by an external auditor to assure compliance with policies and procedures set forth by the California Government Code.

## Capital Improvements

- The County Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of California Government Code §23004.
- The need for capital improvements is assessed annually. **Board of Supervisors Policy B-37**, *Use of the Capital Program Funds,* establishes funding methods, administration and control, and allowable uses of the Capital Program Funds.
- The physical assets of the County are extensive; thus, it is essential that the County follows an effective strategy to manage and plan for current and long-term capital and space needs. The Department of General Services shall be the responsible agency to manage the capital facilities planning and space needs of the County. The Department is responsible for establishing the general objectives and standards for the location, design, and occupancy of County-owned or leased facilities, as well as serving as the steward of a Countywide master plan and individual campus plan - **Board of Supervisors Policy G-16**, *Capital Facilities and Space Planning*.
- Additional details on the County's Capital Program may be found on page 435.

## Measurement Focus and Basis of Accounting

Governmentwide, proprietary and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenue in the fiscal year for which the taxes are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental Funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Sales taxes, investment income, state and federal grants and charges for services are accrued at the end of the fiscal year if their receipt is anticipated within 180 days. Property taxes are accrued if they are collectible within 60 days after the end of the accounting period. Expenditures are generally recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, claims and judgments, are recorded only when payment is due. General capital asset acquisitions and general principal payments are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources.

Proprietary Funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the County's enterprise funds and internal service funds are charges to customers for services. Operating expenses for enterprise funds and internal service funds include the costs of services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

For governmentwide (governmental and business-type activities) and proprietary fund activities, the County applies all applicable Governmental Accounting Standards Board (GASB) pronouncements, as well as any applicable pronouncement of the Financial Accounting Standards Board (FASB), the Accounting Principles Board, or any Accounting Research Bulletins issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements. The County has elected not to apply the FASB standards issued subsequent to November 30, 1989, in reporting business-type activities and proprietary funds. The GASB periodically updates its codification of the existing Governmental Accounting and Financial Reporting Standards, which, along with subsequent GASB pronouncements (Statements and Interpretations), constitutes Generally Accepted Accounting Principles (GAAP) for government agencies.

## Financial Statement Presentation

For governmental funds only, current assets, current liabilities and fund balances are generally included on the balance sheet. The statement of revenues, expenditures and changes in fund balances - governmental funds present increases (i.e., revenues and other financing sources), decreases (i.e., expenditures and other financing uses) and the net change in fund balances.

For proprietary funds and fiduciary funds, all assets and all liabilities associated with the operation of these funds are included on the statement of net assets. Net assets for the proprietary funds are segregated into "invested in capital assets, net of related debt" and "unrestricted net assets" in the County's Comprehensive Annual Financial Report (CAFR). The net assets for the fiduciary funds are described as "held in trust for other pool participants" and "held in trust for individual investment accounts" in the CAFR. Proprietary funds statement of revenues, expenses and changes in fund net assets present increases (i.e., operating revenues and nonoperating revenue), decreases (i.e., operating expenses and nonoperating expenses), income/loss before capital contributions and transfers and the change in net assets.

## Differences Between Budgetary and Financial Reports

**Governmental Funds** — An operating budget is adopted each fiscal year by the Board of Supervisors for the governmental funds. The annual resolution adopts the budget at the object level of expenditure within departments and authorizes the carry forward of appropriations and related funding for prior year encumbrances. Certain annual appropriations are budgeted on a project or program basis. If such projects or programs are not completed at the end of the fiscal year, unexpended appropriations, including encumbered funds, are carried forward to the following year with the approval of the Board of Supervisors. Any budget amendments are approved by the Group and department managers or the Board of Supervisors.

The schedule of revenues, expenditures and changes in fund balance - budget and actual is presented as Required Supplementary Information in the CAFR and is prepared in accordance with GAAP. This statement includes the following columns:

- The Original Budget column consists of the adopted budget plus the encumbrances carried forward from the prior fiscal year. The County adopts its budget subsequent to the start of the new fiscal year.
- The Final Budget column consists of the Original Budget column plus amendments to the budget occurring during the fiscal year.

- The Actual column represents the actual amounts of revenues and expenditures reported on a GAAP basis which is the same basis that is used to present the aforementioned original and final budget.

**Proprietary Funds** — The Board of Supervisors approves an annual spending plan for proprietary funds. Although the adopted expense estimates are not appropriations, their budgetary controls are the same as those of the governmental funds. Because these funds collect fees and revenues generally to cover the cost of the goods and services they provide, their accounting and budgeting bases are closer to commercial models.

**All Funds** — Changes in a reserve or designation of fund balance are shown as appropriations (expenditures) or revenues in the Operational Plan depending upon whether they are to be increased or used as a funding source.

# Excellence in Governing

## Recognitions of Excellence

Recent economic difficulties in the region have placed additional pressure on area governments to find innovative ways to deliver services and to meet program objectives in the face of shrinking resources. Despite these considerable challenges, the County of San Diego continues to strive for excellence and innovation, rising to the challenge, preparing for the future and receiving numerous awards and recognitions from local, state and national organizations, as well as industry, civic and professional organizations. The County of San Diego has worked hard to become a best practices organization, striving to offer programs that improve the lives of San Diego County residents in ways that are relevant and measurable. The County is proud that its leadership in these areas has been recognized for the following:

- The County of San Diego continues to be one of the leading recipients of **National Association of Counties (NACo)** ***Achievement Awards***. Twenty-nine County programs were recognized for excellence in 2010. The award-winning programs operate within all five County business groups and include programs that serve children, youth and seniors, as well as those that promote environmental protection, public safety and efficient, effective county administration.
- In 2009, the County of San Diego and Mental Health Systems, Inc. received the ***Public-Private Partnership Award*** from the **San Diego Taxpayers Association** for the *Serial Inebriate Program* - which offers treatment, shelter and other supportive services to chronic public inebriates as an alternative to custody saving San Diego County taxpayers more than $800,000 a year. This program is made possible by the collaboration of a wide range of agencies and organizations including: San Diego County Alcohol and Drug Services, local law enforcement, hospitals and Mental Health Systems, Inc.
- In 2010, the **San Diego Taxpayers Association** presented the County of San Diego a ***Regional Golden Watchdog Award*** for the recently completed Medical Examiner and Forensic Center. The Taxpayers Association recognized the County for saving $140 million in potential financing costs by cash financing the project, completing the project on schedule and under budget, and using the most current technology available in creating the energy-efficient complex, which has an 80-year life cycle. The new complex also received a ***Citation Award*** for architectural design from the **American Institute of Architects (AIA) San Diego Chapter**, a ***Certificate of Special Recognition*** from the **United States Congress**, and an ***Outstanding Achievement Award*** from the **California State Legislature**.

Detail of recognitions of excellence received by San Diego County that highlight the County's progress in meeting its strategic goals include:

## Strategic Initiative - Improve opportunities for children and families

- The **California Association of Counties (CSAC)** recognized the Health and Human Services Agency (HHSA) for its *Neighborhoods for Kids - East County* program. The program was selected from hundreds of nominations to receive the ***2009 California Counties Innovation Award***, the organization's top honor. CSAC honored another HHSA program with a ***CSAC Merit Award***: the *Life Skills for Foster Youth* program, which engages the San Diego Workforce Partnership to help teen-aged foster youth gain life skills.
- The **California Child Support Director's Association** recognized San Diego County Department of Child Support Services (DCSS) with two top honors in the same year - an accomplishment no other county has achieved. DCSS was recognized as the ***Federal Fiscal Year 2009 Top Performing County*** in the "Very Large County" category. In addition, DCSS was also recognized as the ***Most Improved in Overall Performance*** for a "Very Large County."
- National Association of Counties (NACo) *Achievement Awards - 2010*
  - *El Arte* - an event created to meet the critical need for Spanish-speaking caregivers in the San Diego region, supported by the County's Aging and Independence Services and the Caregiver Coalition.
  - *San Diego Stand Down 2009, Department of Child Support Services* - a pilot project created in conjunction with the San Diego County Superior Court and Thomas Jefferson School of Law Veteran's Clinic to give homeless veterans access to court services in relation to their child support cases.

- *Self Service Kiosks, Department of Child Support Services* - a program that places kiosks in convenient places for walk-in customers to make child support payments, complete forms, and access information related to their child support cases.
- *Service Learning @ Your Library* - a program that engages teens in providing direct service within their own communities, helping them to develop interests and work skills while establishing meaningful relationships with adult mentors.
- *District Attorney's "4 or 40" Program* - a short film created through a partnership between the San Diego County District Attorney's Office and its Youth Advisory Board (YAB) at Lincoln High School. The film's theme centered on the concept that the choices youths make during the four years of high school will affect the next 40 years of their lives.

## Strategic Initiative - Manage the region's natural resources to protect quality of life and support economic development

- In February 2010, the County received the ***2009 Sustainability Showcase Award*** in the "Local Government, Large" category from the **California Sustainability Alliance**. The County's *Energy Management Program, Green Business Program, Green Building Program, Stormwater Management Program* and *Climate Change Team* were highlighted in the award entry.
- The San Diego County Fire Authority was recently honored by the **Fire Safe Council of San Diego County** with the ***2009 Outstanding Partnership Award***. The County Board of Supervisors created the County Fire Authority to improve regional fire protection and emergency medical service.
- The Department of Parks and Recreation (DPR) has received a ***Preservation Design Award*** from the **California Preservation Foundation**. The award was given for the restoration work DPR performed in partnership with IS Architecture and the Vista Irrigation District (VID) on the *Warner-Carrillo Ranch House and Barn*, which are located in Warner Springs.
- The **San Diego American Society of Civil Engineers (ASCE) Awards Committee** selected the County's *Ruxton Avenue Channel Conversion* to receive the ***Water Quality, Flood & Drainage Award of Excellence*** and the *McClellan Palomar Terminal Redevelopment* to receive the ***Outstanding Airport and Port Facility Project*** as part of its ***Civil Engineering Project Awards*** program.
- The **National Association of Counties (NACo)** presented an ***Achievement Award - 2010*** to the County of San Diego for the *San Elijo Nature Center*, a new environmentally-friendly facility built on the banks of the San Elijo Lagoon to educate the public and encourage thoughtful exploration of the surrounding wetland preserve.

## Strategic Initiative - Promote safe & livable communities

- The **California Association of Counties (CSAC)** selected the Housing and Community Development's (HCD's) *Housing Inspection Reengineering Project* for the ***CSAC Merit Award***. The award-winning program allowed that department to maintain housing inspection levels and improve customer service, while reducing costs.
- The **National Association of Housing and Redevelopment Officials (NAHRO)** notified the Department of Housing and Community Development of their selection for ***Awards of Merit*** for the *Springbrook Grove Apartments Project* and the *Housing Quality Standards Inspections Reengineering Project*.
- The County won ***Emmy Awards*** in six categories from the **National Television Arts & Sciences Pacific Southwest Chapter**. The awards recognized the "Oxy Abuse Kills" public service announcement series; "Water Babies", a story about the benefits of water safety training for toddlers, and "Tsunamis: Know What To Do!", an animated educational video designed for children.
- For the third year in a row, the County received the ***2009 Award of Excellence*** from the **California Counties Facilities Services Association (CCFSA)**. CCFSA's award program recognizes organizations that continue to advance the development of programs and processes that extend the life of public facilities.
- The **American Public Works Association (APWA)** has selected the *Lakeside Baseball Park* as the ***2009 Project of the Year***. The new park features four tournament fields with artificial turf, concession building with restrooms, maintenance building, volunteer staging area, stadium seating, tot lot play area, an equestrian trail and parking lot.

- The **U.S. Department of Homeland Security (DHS)** awarded the ***BioWatch Award of Excellence*** to the County's Air Pollution Control District (APCD) for enhancing the *San Diego BioWatch* surveillance network.
- In May 2010, the **Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF)** presented the Sheriff's Regional Crime Laboratory with its ***"100 IBIS Hits" Award***. The *Integrated Ballistics Identification System (IBIS)* is a forensic tool used to enter images of bullets and casings that have been collected at crime scenes into a ballistics database.
- The County Office of Emergency Services' Geographic Information System (GIS) Unit was recently honored as the recipient of the **Environmental Systems Research Institute (ESRI)** ***Special Achievement in GIS Award for 2009*** for its work on the *Golden Guardian 2008* exercise, a statewide exercise that took place in November 2008 and was based on a 7.8 magnitude earthquake along the southern portion of the San Andreas Fault.
- "Tsunamis: Know What to Do!", an animated video produced by the County Office of Emergency Services, was recognized with a ***Bronze Telly Award*** in three different categories: Use of Animation, Safety and Government Relations. The video also received the **International Association of Emergency Managers (IAEM)** ***Public Awareness Award***.
- National Association of Counties (NACo) *Achievement Awards - 2010*
  - *Disaster Food Stamp Program Protocol Guide* - a program developed by the Health and Human Services Agency to assist local residents displaced by disasters. Based on experience gained through wildfire response, this program is now being replicated in other California counties and the US Department of Agriculture Food & Nutrition Service.
  - *Code Enforcement Storefronts* - a program created to place County personnel in remote areas to address local disputes that arise among neighbors over boundary lines, litter, land uses and other issues that strike citizens on a personal level.
  - *Animated Tsunami Preparedness Video* - Using a grant from the National Oceanic and Atmospheric Administration and the California Emergency Management Agency, San Diego County's Office of Emergency Services (OES) produced a multiple award-winning video for children grades K-12 entitled "Tsunamis: Know What to Do!".
  - *District Attorney/City Attorney Prosecution System Collaboration Project* - a project designed to share usage of the County District Attorney's internally developed criminal case management system with the San Diego City Attorney's Office, resulting in savings for the City and the beneficial sharing of case and defendant data between the two agencies.
  - *Free Foreclosure Prevention HOME Clinics at Neighborhood Library Branches* - a collaboration between the County Library system and Housing Opportunities Collaborative (HOC), Home Owner Mobile Education (HOME) clinics offer homeowners advice on legal, credit, and mortgage issues from skilled professionasl.
  - *H1N1 Vaccine Distribution Tracking and Resource Management* - a successful vaccine distribution program designed by Health and Human Services in response to a massive delivery of H1N1 vaccine doses from the California Department of Public Health.
  - *High Tech Mental Health Solutions* - a walk-in assessment center designed in collaboration with Exodus Recovery, Inc., serving the north San Diego County region. The program provides screening and triage for appropriateness of hospitalization to reduce escalation of crisis mental health situations and minimizes unnecessary inpatient treatment.
  - *Lindo Lake Park Americans with Disabilities Act (ADA) Fitness Walkway* - a tree-shaded, stroller and ADA-accessible walkway on a peninsula surrounded by water, including 17 universal outdoor exercise stations for people of all ages and abilities.
  - *MAYSI-2 & Early Intervention Project, Probation Department* - a project designed to address the critical need for effective early mental health screening and interventions for youth 12-17 years old. Massachusetts Youth Screening Instrument - Second Version (MAYSI-2) refers to the screening tool utilized in the program, which is designed for use with minors in detention facilities.
  - *ReadySanDiego Business Alliance, Office of Emergency Services* - a partnership program that focuses on creating a coalition of businesses that can contribute resources and expertise needed in times of crises or emergencies
  - *Senate Bill (SB) 618 San Diego County Prisoner Reentry Program* - a comprehensive, evidence-based, multi-agency program designed to assist, educate, treat addictions and transition nonviolent parolees from prison into the community.

## Operational Excellence Awards

The awards listed below pertain to programs or accomplishments that support the County's Required Disciplines as outlined in the General Management System:

- **EMC**, a leading provider of document management technology, recognized the County at the EMC World conference in May 2010 for provision of advice and regional leadership to other government agencies that use Documentum, EMC's document management software application.
- The County's Internet Web site was recognized as the ***Best Local Government Website*** in the state by the **Center for Digital Government** in their ***2009 Best of California Awards*** program.
- The **International Public Management Association for Human Resources** has awarded the County Department of Human Resources (DHR) its ***2009 Large Agency Award of Excellence***. The Association established the award to recognize the overall quality and accomplishments of an agency's human resources program that exceeds the normal operation of a "good government human resource program."
- The County's *457 and 401(a) Deferred Compensation Provider Transition Marketing and Communications Plan* has received a ***Leadership Recognition Award*** from the **National Association of Government Defined Contribution Administrators (NAGDCA)**. The Plan was implemented during the 2009 move to the County's new Deferred Compensation provider.
- The *Investment Policy for the San Diego County Investment Pool*, which serves as the guiding document for the investment of public funds by the County's Treasury Investment staff, received ***2009 Certification*** from the **Association of Public Treasurers of the United States and Canada**.
- The County's *In-Home Supportive Services (IHSS) Public Authority* was given the ***2009 Medallion Award*** for workplace innovation and employee-friendly practices. The award program is sponsored by the **Society for Human Resource Management** and the **San Diego Union Tribune**.
- National Association of Counties (NACo) *Achievement Awards - 2010*
  - *Advanced Human Resources (HR) Certificate Program* - a low-cost, innovative training program that broadens the business knowledge of both HR generalists and specialists. By focusing on Human Resources theory and practicum, participants learn critical skills needed to manage day-to-day human resources responsibilities.
  - *Centralized Procurement Financial Evaluation* - a streamlined process by which HHSA reviews more than 200 annual proposals from community providers in response to open procurements for HHSA services.
  - *Citizens Advisory Board Application (CABA) System* - a new online application that automatically calculates terms of new County Boards, Commissions, and Committees (BCC) members and automates generation of routine correspondence, such as nomination letters, Board Letters, and appointments.
  - *Deferred Compensation Provider Transition Plan* - an outreach program implemented to help County employees smoothly transition through the County's first major change in deferred compensation providers in 26 years.
  - *E Forms* - Using Adobe Acrobat software, HHSA employees can now complete electronic forms for approval of purchases, requests to hold or cancel checks, requisition goods and services, general claim forms, nontravel reimbursement requests, and many others.
  - *Government Without Walls* - a County initiative that promotes a mobile workforce through the use of technology. The Department of Agriculture, Weights, and Measures (AMW) implemented a wireless fleet management program that combines Automatic Vehicle location (AVL) and Global Positioning System (GPS) technologies.
  - *Management Controls Initiative* - a program launched by the County Office of Audits and Advisory Services (OAAS) and HHSA to focus on financial reporting, compliance, and operational risk management.
  - *Quality Assurance Review of Contracting Practices* - an oversight program created by HHSA to include development and management of contract policies, development and provision of contract training, and monitoring of program division adherence to policies and standards. HHSA is responsible for monitoring more than 500 contractors, 900 contracts, and $400 million in annual contract costs.
  - *Seamless Systems Synchronization* - a project which integrates the County's records management software (Documentum) with the County's third party offsite records storage vendor (Iron Mountain) inventory tracking software.

- *Service First Initiative* - a plan consisting of 67 separate tasks designed to improve every aspect of the Department of Planning & Land Use's (DPLU) customer service, from walk-in counter service to management structure.
- *Treasurer-Tax Collector Bond Administration Database* - a centralized and accessible repository for tracking all debt payment information related to more than 100 debt issuances and $300 million in annual debt service payments.
- *Treasurer-Tax Collector Public Auction Tax Sale Booklet* - a publication that attracts a pool of prospective bidders and provides them with information and instruction on what is being offered at the sale, how to participate as a bidder, and the requirements of successful purchasers.

- For the eighth consecutive year, the **Government Finance Officers Association (GFOA) of the United States and Canada** recognized the County with the ***Distinguished Budget Presentation Award*** for the *Adopted Operational Plan Fiscal Years 2009-2010 & 2010-2011*. This award is a significant achievement for the County as it reflects the organization's commitment to maintaining the highest standards of governmental budgeting.

# Operational Plan Format

## Introduction - County Overview

This Operational Plan provides the financial plan for the County of San Diego for the next two fiscal years - July 1, 2010 through June 30, 2012. The introductory portion of the document highlights the following:

- Board of Supervisors and Organizational Chart
- Message from the Chief Administrative Officer
- Fiscal Year 2010-11 Adopted Budget at a Glance
- County Profile, County History and Economic Indicators
- Governmental Structure, Budget Documents and Financial Planning Calendar
- Appropriations and Funding Sources for all funds and the General Fund
- Staffing
- Financial Obligations and Debt Service
- Financial Policies
- Recognition of County Performance

## Groups and Departments

This section highlights the five business groups and the departments in each group. The following information is presented:

Group Description

Department Description

Highlights the responsibilities of the group/department and some of the programs it operates or the major functions it performs.

Mission Statement

A clear and concise statement of the overall purpose and general assignment of the group or department.

## 2009-10 Accomplishments

Brief descriptions of the group's/department's accomplishments for Fiscal Year 2009-10. The discussions address the progress made on the 2009-11 Objectives reported in the prior fiscal year and include the final results based on the actual work completed. Accomplishments are categorized by the County's Strategic Initiatives and Required Disciplines.

## 2010-12 Objectives

Group's/department's key goals and priorities for the next two fiscal years and statements on how they will be achieved. Each objective is linked to one of the County's Strategic Initiatives or Required Disciplines and focuses on the outcome desired by the work performed.

## Related Links

The County's Web site for the group/department. Some departments list additional Web sites that may be of interest to the reader.

## Performance Measures

Each department's key performance measures are outlined in a table format. The department's progress in achieving its goals and objectives is depicted over time. Data include past performance, current year goals and actual results, as well as approved targets for the next two fiscal years.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| *Defined Measure* - For example: Percentage of xxx | 90% of xxx | 92% of xxx | 94% of xxx | 95% of xxx | 95% of xxx |

Table Notes

Footnotes to the Performance Measures table which provide additional details to explain or clarify a measure or the measurement data.

Budget Changes and Operational Impact: 2009-10 to 2010-11

Detailed explanations of the budget changes in staffing, expenditures and revenues from the prior fiscal year's adopted budget to the newly adopted budget. Dollar changes are rounded. Therefore, the sum of the individual expenditure and revenue items may not equal the total change for overall expenditures and revenues.

Budget Changes and Operational Impact: 2010-11 to 2011-12

A brief narrative description of significant changes in staffing, expenditures and revenues from the first year of the Adopted Operational Plan to the second year of the two-year plan.

Budget Tables

Tables of comparative data on staffing, expenditures and revenues are presented for each group and department. The following is an example of the table format which includes Fiscal Year 2008-09 Actuals; the Adopted Budget, Amended Budget and Actuals for Fiscal Year 2009-10; the Fiscal Year 2010-11 Adopted Budget; and the Approved Budget for Fiscal Year 2011-12.

## Sample Tables

### Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Name of Program | | | | | | |
| Name of Program | | | | | | |
| Total | | | | | | |

### Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Name of Program | | | | | | |
| Name of Program | | | | | | |
| Total | | | | | | |

### Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | | | | | | |
| Services & Supplies | | | | | | |
| Other Charges | | | | | | |
| Capital Assets Equipment | | | | | | |
| Total | | | | | | |

### Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Current Property | | | | | | |
| Licenses, Permits & Franchises | | | | | | |
| Charges For Current Services | | | | | | |
| Miscellaneous Revenues | | | | | | |
| Other Financing Sources | | | | | | |
| Use of Fund Balance | | | | | | |
| General Purpose Revenue Allocation | | | | | | |
| Total | | | | | | |

## Capital Program

The Capital Program section of the Operational Plan discusses the County's Capital Program - its structure, funds, policies and procedures. Details are provided for the following:

- 2010-11 Capital Appropriations — Discusses new appropriations to the capital budget for Fiscal Year 2010-11, including the amount and purpose of each capital item.
- Operating Impact of Capital Program — A handful of capital projects are scheduled for completion during Fiscal Years 2010-12. A summary of the potential impact these projects may have on the operating budget is discussed.
- Tables summarizing the Capital Program budget, including the budget by fund, by categories of expenditures and revenues, and the revenue detail. Data include Fiscal Year 2008-09 Actuals; Fiscal Year 2009-10 Adopted Budget, Amended Budget and Actuals; Fiscal Year 2010-11 Adopted Budget; and the Fiscal Year 2011-12 Approved Budget.
  - Tables are presented for each fund within the Capital Program: Capital Outlay, County Health Complex, Justice Facility Construction, Library Projects and Edgemoor Development Fund.
  - Information includes: Budget by Categories of Expenditures; Project Details listing each capital project by name and number; and Funding Source which includes all funding sources and lists each project funded by each source.
  - Data include Fiscal Year 2008-09 Actuals; Fiscal Year 2009-10 Adopted Budget, Amended Budget and Actuals; Fiscal Year 2010-11 Adopted Budget; and Fiscal Year 2011-12 Approved Budget.
- Lease Payments — Details lease payment expenditures, revenues and funding sources for the same fiscal years as described above.
- Outstanding Capital Projects by Group/Agency — Tables outlining the total appropriations and the remaining balance for each capital project within each of the five business groups. The fiscal year the project was established is also provided.

## Finance Other

This component of the document highlights miscellaneous funds and programs that are predominantly Countywide in nature, have no staffing associated with them or exist for proper budgetary accounting purposes.

## Appendices

- Appendix A: All Funds - Budget Summary — Tables outlining staff years and expenditures and revenues by category for each business group, the Capital Program and Finance Other. Data displayed include the Adopted Budget for Fiscal Years 2009-10 and 2010-11; the Amended Budget for Fiscal Year 2009-10; plus expenditure and revenue Actuals for Fiscal Years 2008-09 and 2009-10 and the Approved Budget for 2011-12.
- Appendix B: Budget Summary and Changes in Fund Balance — Tables of Countywide appropriations by fund type and appropriations by fund type within each business group, the Capital Program and Finance Other. Data displayed include the Adopted Budget for Fiscal Years 2009-10 and 2010-11; the Amended Budget for Fiscal Year 2009-10; plus expenditure and revenue Actuals for Fiscal Years 2008-09 and 2009-10 and the Approved Budget for 2011-12. Also displayed are changes in unreserved, undesignated fund balance by fund group.
- Appendix C: General Fund Budget Summary — Tables of General Fund expenditures are depicted for each department within each business group and for Finance Other; also provided are financing sources by category for the total General Fund. Data displayed include the Adopted Budget for Fiscal Years 2009-10 and 2010-11; the Amended Budget for Fiscal Year 2009-10; plus expenditure and revenue Actuals for Fiscal Years 2008-09 and 2009-10 and the Approved Budget for 2011-12.
- Appendix D: Health & Human Services - Regional Operations — Tables depicting staff years and total appropriations by type of program or administrative service for the Regional Operations division of the Health and Human Services Agency.
- Appendix E: Operational Plan Abbreviations and Acronyms — Common abbreviations and acronyms referenced.
- Appendix F: Glossary of Operational Plan Terms — Explanations of key terms used in the document and during the budget process.

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# County of San Diego

## Public Safety Group


Public Safety Group Summary & Executive Office

District Attorney

Sheriff

Child Support Services

Citizens' Law Enforcement Review Board

Office of Emergency Services

Medical Examiner

Probation

Public Defender

# Public Safety Group Summary & Executive Office

## Group Description

*The Public Safety Group (PSG) provides leadership throughout the region in public safety, criminal justice administration, emergency preparedness and public accountability. The PSG departments operate both independently and collaboratively to support the region by investigating crime, prosecuting and defending persons accused of crimes, holding offenders in custody, and in supervising sentenced offenders. PSG departments also provide programs and services promoting opportunities for children and young adults.*

## PSG Departments

- Sheriff
- District Attorney
- Child Support Services
- Citizens' Law Enforcement Review Board
- Medical Examiner
- Office of Emergency Services
- Probation
- Public Defender

## Mission Statement

Provide all county residents with the highest levels of public safety and security.

## Vision Statement

As a regional coalition of leading and respected public safety and criminal justice partners, we:

- Improve public safety and criminal justice in San Diego County
- Deliver quality programs and services
- Collaborate, communicate, and coordinate within our group and the community

These safety and justice services strengthen regional security; prevent crime; promote health and wellness; protect children, adults and seniors; enhance economic opportunity; and improve the county's quality of life for all people.

## 2009-10 Accomplishments

PSG focused on building its capacity to address core law enforcement and public safety needs, on community-based initiatives to improve public safety and to continue to enhance emergency preparedness for the region.

### Strategic Initiative – Kids

- The Department of Child Support Services informed and educated the community about child support services through proactive media relations and community outreach by attending 83% of the local State Department of Corrections and Rehabilitation's Parole and Community Team meetings.
- The Probation Department increased public safety and reduced crime by ensuring that youth who left custodial settings were prepared for success in the community through successful participation in rehabilitative opportunities.

### Strategic Initiative - Safe and Livable Communities

- The District Attorney expanded the Preventing Rape by Intoxication campaign in partnership with the community, sexual assault survivors, Children's Hospital, law enforcement and local middle schools, high schools and universities.
- The District Attorney created a crime prevention video, in partnership with sexual assault survivors, to help college age youth avoid becoming victims of sexual assault by intoxication. Distributed the video for viewing in colleges, linked to the District Attorney's Web site, and posted on social networking Web sites. See http://wastedsex.com/.

- The Office of Emergency Services initiated a door-to-door Wildfire Awareness Campaign to approximately 300,000 households that focused on the communities in wildland urban interface areas. An additional 100,000 pamphlets will be delivered to households by November 2010.
- The Probation Department increased public safety and reduced crime by ensuring that the highest risk adults under intensive supervision are held accountable for their actions and are provided with rehabilitative opportunities in order to reduce further offenses.
- The Sheriff's Department increased the recovery rate of stolen vehicles by coordinating the successful implementation and utilization of various license plate reader technologies.
- The Sheriff's Department improved the crime solving/closure rate by 4.1% by implementing a "Tracking Known Offenders" process that used information from the Sheriff's Records Management System, Jail Information Management System, Probation Department and State Parole to more effectively solve crimes by correlating the whereabouts of known offenders to crimes and crime locations.

### Required Discipline – Essential Infrastructure

- The Office of Emergency Services developed a Local Assistance Center Plan to address site selection, oversight and site management at Local Assistance Centers (LACs). LACs are one-stop shops for residents to receive services following a disaster. The plan templates will be developed and provided to the jurisdictions by June 2011.

### Required Discipline – Customer Satisfaction

- The Department of Child Support Services evaluated expanding child support services to other parts of the County to provide customers easier access to services. Expanded the use of self-service kiosks into other County facilities to provide additional services to customers.

### Required Discipline – Information Technology

- The Office of Emergency Services researched and developed multiple social media pages including MySpace, Facebook, LinkedIn, YouTube, Twitter and eBlogger to reach a younger generation of residents with emergency preparedness information.
- Increased video-teleconferencing to conduct video interviews with adult inmates and juvenile detainees to reduce travel.

## 2010-12 Objectives

In the upcoming year, PSG will address core law enforcement and public safety needs, community-based initiatives to improve public safety, and continue to enhance emergency preparedness for the region.

### Strategic Initiative – Kids

- Maximize compliance with child support orders by promoting, enabling and ensuring payment for families.
- Inform and educate the community about child support services through proactive media relations and community outreach.
- Provide rehabilitative services to youth in custody to prepare them for success in the community.

### Strategic Initiative - Safe and Livable Communities

- Expand the District Attorney's Youth Advisory Board to include students at Morse High School to promote cooperation and unity among students in the community.
- Work collaboratively with criminal justice partners to expand the Local Reentry Program aimed at providing individualized rehabilitative programming to those in local custody.
- Participate in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps, and sobriety checkpoints.

### Required Discipline – Information Technology

- Utilize technology to improve communication between the Office of Emergency Services and local business members of the San Diego County Business Alliance.

### Required Discipline – Regional Leadership

- Collaborate with the Superior Court, California Department of Corrections and Rehabilitation to develop a Reentry Court to provide supervision and rehabilitation to recidivist felony offenders.
- Collaborate to develop and implement a reentry program providing needs assessment, case management and rehabilitation services for female offenders reentering the community after incarceration in Las Colinas Detention Facility.
- Implement collaborative negotiation with parents in partnership with the Administrative Office of the Courts to measure whether establishment or modification of child support orders done more expeditiously result in the receipt of full child support payments and parent satisfaction with the outcome.

- Lead and coordinate disaster related exercises to evaluate the region's response capabilities to a disaster.

## Related Links

For additional information about the Public Safety Group, refer to the Web site at http://www.sdcounty.ca.gov/public_safety/.

## Executive Office Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

No change in staffing.

### Expenditures

Net decrease of $26.9 million

- Services and Supplies — net decrease of $1.9 million as the result of the completion of one-time projects in Fiscal Year 2009-10 ($1.5 million) and the reduction of resources for groupwide projects and major maintenance ($0.5 million).
- Operating Transfers Out — decrease of $25 million reflects a change in transfers to public safety agencies of revenues from Proposition 172, *Local Public Safety Protection and Improvement Act of 1993*, the dedicated one-half cent sales tax for public safety to support regionwide services provided by these departments.

### Revenues

Net decrease of $26.9 million

- Revenue from Use of Money & Property — net decrease of $0.9 million, this is a portion of the total $2.6 million in revenue to be reduced in future years upon the transfer of certain properties to the State as part of Court Facilities transfer.
- Intergovernmental Revenue – decrease of $25.0 million due to a decline in revenues from Proposition 172 which supports regional law enforcement services, due to the continued national economic downturn and reduced sales tax receipts.
- Use of Fund Balance — decrease of $1.5 million as a result of the completion of one-time projects in Fiscal Year 2009-10.
- General Purpose Revenue Allocation — increase of $0.5 million to partially offset revenue decreases described above.

## Executive Office Budget Changes and Operational Impact: 2010-11 to 2011-12

No net change.

# Contributions for Trial Courts

The Contributions for Trial Courts function of the Public Safety Group involves the management and administration of the County's statutory Maintenance of Effort payment. Pursuant to Senate Bill (SB) 1732, *Court Facilities Legislation, the Trial Court Facility Act*, and Assembly Bill (AB) 1491, *Court Facilities Transfer Deadline Extension*, the transfer of court facilities to the State occurred in Fiscal Year 2008-09. County financial responsibility for facility maintenance costs will continue as a statutorily required County Facility Payment. The detailed changes in the State and County financial and management responsibilities are included in the Joint Occupancy Agreements.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Expenditures

Net decrease of $0.1 million.

- Services and Supplies — net increase of $0.7 million dollars due to the realignment of Internal Service Fund appropriations with actual costs.
- Other Charges — decrease of $0.8 million dollars to align to actual cost. The County Facility Payment for Madge Bradley, Family Court and Ramona County Complex will not commence until a new downtown courthouse is constructed, therefore the costs to maintain these facilities are budgeted in Services and Supplies.

### Revenues

Net decrease of $0.1 million.

- Fines, Forfeitures & Penalties and Charges for Current Services — decrease of $0.1 million to align to actual levels of revenues received.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

No change.

## Defense Attorneys/Contract Administration

In Fiscal Year 2009-10, the Defense Attorney/Contract Administration function of the Public Safety Group included only the payment of certain court ordered expenses required by statute, including matters involving conservatorship, paternity and soldiers and sailors relief. In Fiscal Year 2010-11, the administration and payment of these claims will transfer to the Office of Assigned Counsel within the Department of the Public Defender.

### Budget Changes and Operational Impact: 2009-10 to 2010-11

#### Expenditures

A decrease of $0.4 million, representing the transfer of the payment of certain claims described above to the Office of Assigned Counsel within the Department of the Public Defender.

### Budget Changes and Operational Impact: 2010-11 to 2011-12

No change.

## Group Staffing by Department

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Public Safety Executive Group | | 10.00 | | | 10.00 | 10.00 |
| District Attorney | | 1,054.00 | | | 1,053.00 | 1,053.00 |
| Sheriff | | 3,827.00 | | | 3,800.00 | 3,780.00 |
| Child Support Services | | 473.00 | | | 473.00 | 473.00 |
| Citizens' Law Enforcement Review Board | | 4.00 | | | 4.00 | 4.00 |
| Office of Emergency Services | | 16.00 | | | 17.00 | 17.00 |
| Medical Examiner | | 53.00 | | | 51.00 | 51.00 |
| Probation | | 1,304.00 | | | 1,234.25 | 1,226.00 |
| Public Defender | | 429.00 | | | 399.00 | 399.00 |
| Total | | 7,170.00 | | | 7,041.25 | 7,013.00 |

## Group Expenditures by Department

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Public Safety Executive Group | $ 206,905,892 | $ 218,990,447 | $ 225,807,740 | $ 195,893,261 | $ 192,100,165 | $ 192,104,773 |
| District Attorney | 145,209,843 | 147,525,766 | 148,912,100 | 138,867,569 | 147,441,213 | 149,995,714 |
| Sheriff | 576,706,536 | 568,802,713 | 604,642,305 | 545,123,921 | 578,162,668 | 558,961,066 |
| Child Support Services | 49,763,965 | 51,573,524 | 52,019,520 | 47,780,356 | 50,312,168 | 51,084,366 |
| Citizens' Law Enforcement Review Board | 424,648 | 499,027 | 513,578 | 361,697 | 539,392 | 547,392 |
| Office of Emergency Services | 9,538,776 | 7,202,525 | 11,578,512 | 5,788,972 | 8,572,824 | 3,581,674 |
| Medical Examiner | 8,672,555 | 8,330,793 | 12,424,840 | 11,939,880 | 8,527,316 | 8,677,316 |
| Probation | 174,928,306 | 176,237,586 | 176,089,867 | 166,586,535 | 170,899,694 | 171,036,454 |
| Public Defender | 75,413,758 | 78,890,660 | 79,139,974 | 75,759,329 | 77,074,766 | 77,320,158 |
| Contribution for Trial Courts | 71,393,305 | 71,985,970 | 74,268,925 | 72,289,585 | 71,837,878 | 71,837,878 |
| Defense Attorney / Contract Administration | 5,149,217 | 411,339 | 411,408 | 369,120 | — | — |
| Total | $1,324,106,802 | $1,330,450,350 | $1,385,808,769 | $1,260,760,226 | $1,305,468,084 | $1,285,146,791 |

## Executive Office Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Public Safety Executive Office | | 10.00 | | | 10.00 | 10.00 |
| Total | | 10.00 | | | 10.00 | 10.00 |

## Executive Office Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Public Safety Executive Office | $ 10,933,274 | $ 8,071,798 | $ 11,283,530 | $ 7,658,290 | $ 6,181,516 | $ 6,186,124 |
| Juvenile Justice Commission | 7,630 | — | — | 9,204 | — | — |
| Public Safety Proposition 172 | 195,964,987 | 210,918,649 | 214,524,210 | 188,225,767 | 185,918,649 | 185,918,649 |
| Total | $ 206,905,892 | $ 218,990,447 | $ 225,807,740 | $ 195,893,261 | $ 192,100,165 | $ 192,104,773 |

## Executive Office Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 1,677,511 | $ 1,570,872 | $ 1,479,822 | $ 1,372,207 | $ 1,625,803 | $ 1,655,227 |
| Services & Supplies | 8,636,821 | 5,902,161 | 9,204,942 | 5,696,521 | 3,947,966 | 3,923,150 |
| Other Charges | 589,917 | 598,765 | 598,766 | 598,766 | 607,747 | 607,747 |
| Capital Assets Equipment | 36,655 | — | — | — | — | — |
| Operating Transfers Out | 195,964,987 | 210,918,649 | 214,524,210 | 188,225,767 | 185,918,649 | 185,918,649 |
| Total | $ 206,905,892 | $ 218,990,447 | $ 225,807,740 | $ 195,893,261 | $ 192,100,165 | $ 192,104,773 |

## Executive Office Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Revenue From Use of Money & Property | $ 3,705,382 | $ 2,601,756 | $ 2,601,756 | $ 3,571,145 | $ 1,679,711 | $ 1,679,711 |
| Intergovernmental Revenue | 195,585,478 | 210,918,649 | 210,918,649 | 188,225,767 | 185,918,649 | 185,918,649 |
| Charges For Current Services | 708,763 | 708,000 | 708,000 | 708,000 | 708,000 | 708,000 |
| Miscellaneous Revenues | 545,664 | — | — | 47,404 | 24,554 | 24,554 |
| Use of Fund Balance | 2,148,563 | 1,500,000 | 8,317,293 | 78,903 | — | — |
| General Purpose Revenue Allocation | 4,212,042 | 3,262,042 | 3,262,042 | 3,262,042 | 3,769,251 | 3,773,859 |
| Total | $ 206,905,892 | $ 218,990,447 | $ 225,807,740 | $ 195,893,261 | $ 192,100,165 | $ 192,104,773 |

# District Attorney

## Department Description

*The Office of the District Attorney serves the citizens of San Diego County through the efficient prosecution of felony crimes countywide and misdemeanor crimes in 18 cities and the unincorporated areas. The District Attorney assists victims and survivors of crime, protects families and children by making communities safer and protects the taxpayer by investigating and prosecuting consumer and public assistance fraud.*

## Mission Statement

The San Diego District Attorney, in partnership with the community we serve, is dedicated to the pursuit of truth, justice, the protection of the innocent, and the prevention of crime through the vigorous and professional prosecution of those who violate the law.

## 2009-10 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- Improved response preparedness, information sharing and interagency cooperation in the event of an emergency to ensure the safety of County residents.
  - Hosted an Emergency Tabletop Exercise with District Attorney staff and justice partners to improve major emergency incident preparedness.
  - Trained 100% of District Attorney staff on emergency protocols to support the District Attorney's Continuation of Operations Plan.
  - Implemented and trained staff on the use of AlertSanDiego, a mass communication system, that enables the District Attorney management to communicate with 100% of the agency's staff in the event of a regional emergency.
- Coordinated public outreach and education in the prevention of sexual assault by intoxication targeting students at all levels.
  - Expanded the Preventing Rape by Intoxication campaign in partnership with the community, sexual assault survivors, Children's Hospital, law enforcement and local middle schools, high schools and universities.
  - Created a crime prevention video, in partnership with sexual assault survivors, to help college age youth avoid becoming victims of sexual assault by intoxication. Distributed the video for viewing in colleges, linked to the District Attorney's Web site, and posted on social networking Web sites. See http://wastedsex.com/.
  - Implemented the Know the Price program, in partnership with the Child Abuse Prevention Foundation, to help high school juniors and seniors to avoid becoming victims of sexual assault by intoxication. See http://knowtheprice.org/.

### Required Discipline - Fiscal Stability

- Settled 75% of adult felony cases prior to preliminary hearing, exceeding the goal of 70%.

### Required Discipline - Regional Leadership

- Implemented the North County Family Violence Prevention Program in partnership with the San Diego County Sheriff's Department to provide service to North County Victims of domestic violence, sexual assault and stalking.
- Created an educational video, "4 or 40: the Choice is Yours" conceived by the San Diego District Attorney's Youth Advisory Board, made up of Lincoln High School students. The title is based on the concept of choosing wisely during four years of high school or risking 40 years of struggles and hardships. See http://www.sdcda.org/office/4or40/index.html
- Implemented Food Handlers Certification and Commercial Driver License training to increase vocational opportunities for inmates in Donovan State Prison.

## 2010-12 Objectives

### Strategic Initiative – Safe and Livable Communities

- Collaborate with the Sheriff's Department and other law enforcement agencies to reestablish the Human Trafficking Task Force to improve communication and leverage resources to effectively address crimes and victims connected with human trafficking.
- Expand the District Attorney's Youth Advisory Board to include students at Morse High School to promote cooperation and unity among students in the community.

### Required Discipline – Regional Leadership

- Collaborate with the Superior Court, California Department of Corrections and Rehabilitation, the Probation Department, the Public Defender and the Sheriff's Department to develop a Reentry Court to provide supervision and rehabilitation to recidivist felony offenders.
- Collaborate with the Sheriff's Department and Probation Department to develop and implement a reentry program providing needs assessment, case management and rehabilitation services for female offenders reentering the community after incarceration in Las Colinas Detention Facility.

### Required Discipline – Fiscal Stability

- Settle 70% of adult felony cases prior to preliminary hearing.

## Related Links

For additional information about the Office of the District Attorney, refer to the Web site at http://www.sdcda.org/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Achieve a conviction on felony cases [1] prosecuted | 94% of 16,599 | 94% | 94% of 16,432 | 94% | 94% |
| Achieve a conviction on misdemeanor cases prosecuted | 89% of 26,729 | 90% | 90% of 25,710 | 90% | 90% |
| Resolve adult felony cases prior to the preliminary hearing | 76% of 17,352[2] | 70% | 75% of 16,444 | 70% | 70% |

*Table Notes*

[1] Cases refer to the number of people prosecuted.

[2] The total number of cases (17,352) for Fiscal Year 2008-2009 Actuals and Fiscal Year 2009-10 Actuals (16,444) is higher than the total number (16,599 and 16,432 respectively) used in the felony conviction rate due to cases that are issued as a felony but are later reduced to a misdemeanor.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

The Fiscal Year 2010-12 Adopted Operational Plan includes 1,053.00 authorized staff years, which is one less than the Fiscal Year 2009-11 Operational Plan due to the transfer of one administrative position to another County department; and a $10.5 million reduction in funding over two fiscal years due to maintaining 100 vacant positions and increasing to 130 vacant positions during the fiscal year. The vacancies represent 12% fewer staff than the total staff years authorized. The department has also consolidated divisions, transferred staff to grant funded programs and established job sharing and cross training strategies. The prosecution of felony and misdemeanor cases will remain a priority; however, the reduction in staff will impact the length of time from case preparation to case completion. The positions will remain vacant pending the availability of future funding and operational needs. To support business needs with reduced staffing, the plan includes $2 million in one-time funding to upgrade and enhance information technology to create efficiencies and eliminate and/or improve current business processes.

## Expenditures

Net decrease of $0.1 million.

- Salaries and Benefits — net increase of $1.0 million to reflect negotiated wage and benefit increases of $2.7 million, offset by a reduction in funding of $1.7 million from vacant positions.
- Services and Supplies — decrease of $0.2 million.
  - Decrease in Public Liability Insurance of $0.4 million to reflect actuarial cost projections, Rents and Leases of $0.3 million due to termination of the lease space for the California Office of Emergency Services Computer and Technology Crime High-Tech Response Team (CATCH) program and decrease in cell phone expense of $0.2 million due to a reduction in the use of electronic communications.
  - Increase in Desktop Computing Consulting of $0.4 million for technical support related to information technology enhancements and upgrade projects. Increase in Information Technology Internal Service Fund of $0.1 million, increase in witness expenses of $0.1 million and increase in transit bus pass costs of $0.1 million.
- Other Charges — decrease of $0.7 million
  - Decrease of $0.5 million due to the transfer of U.S. Department of Justice, Bureau of Justice Assistance Project Safe Neighborhoods program contracts to the San Diego Association of Governments.
  - Decrease of $0.3 million due to the reduction of funding from the California Office of Emergency Services for the Computer and Technology Crime High-Tech Response Team (CATCH) program contracts.
  - Decrease of $0.1 million due to the reduction of funding from U.S. Department of Justice, Office on Violence Against Women, Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program contract.
  - Increase of $0.2 million due to increased contract costs for the Jurisdictions Unified for Drug Gang Enforcement (JUDGE).
- Expenditures Transfers & Reimbursements — decrease of $0.2 million for the Public Assistance Fraud Unit to realign revenues with estimated expenditures.

## Revenue

Net decrease of $0.1 million.

- Intergovernmental Revenue — net decrease of $1.8 million due to reduced vehicle license fee revenue for programs supported by the Local Safety and Protection Account and other grants.
  - Decrease of $0.7 million due to a reduction of funding from the California Office of Emergency Services for the Computer and Technology Crime High-Tech Response Team (CATCH) program.
  - Decrease of $0.5 million due to the transfer of the Project Safe Neighborhood Program to the San Diego Association of Governments.
  - Decrease of $0.2 million in the Citizens Options for Public Safety (COPS) Program.
  - Decrease of $0.2 million due to the reduction of funding from U.S. Department of Justice, Office on Violence Against Women, Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program contract.
  - Decrease of $0.2 million due to the elimination of funding from the California Office of Emergency Services for the Domestic Violence Program.
  - Decrease of $0.1 million due to a reduction of funding from the California Office of Emergency Services for the Career Criminal Prosecution Program.
  - Increase of $0.1 million in the Workers' Compensation Insurance Fraud State Program.
- Miscellaneous Revenues — increase of $0.2 million in projected receipts for Proposition 64, *Limit on Private Enforcement of Unfair Business Competition Laws,* to support the activities of the identify theft, environmental protection and consumer protection programs.
- Other Financing Sources — decrease of $5.0 million due to a reduction in funding from Proposition 172, *Local Public Safety Protection and Improvement Act of 1993,* which supports regional law enforcement services, due to the national economic downturn and reduced sales tax receipts.
- Use of Fund Balance — increase of $3.5 million. Total budget of $10.6 million in one-time funding is included to partially offset the decrease in budgeted Proposition 172 revenues in order to sustain core services and for one-time purchases for information technology refresh and upgrades.
- General Purpose Revenue Allocation — increase of $3.0 million to offset the increases described above.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net increase of $2.5 million primarily due to an increase for retirement contributions for Fiscal Year 2011-12 and a mid-year flexible benefit increase negotiated in the prior fiscal year.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| General Criminal Prosecution | | 607.00 | | | 607.50 | 607.50 |
| Specialized Criminal Prosecution | | 275.00 | | | 274.00 | 274.00 |
| Juvenile Court | | 46.00 | | | 45.50 | 45.50 |
| Public Assistance Fraud | | 70.00 | | | 70.00 | 70.00 |
| District Attorney Administration | | 56.00 | | | 56.00 | 56.00 |
| Total | | 1,054.00 | | | 1,053.00 | 1,053.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| General Criminal Prosecution | $ 80,958,960 | $ 91,039,953 | $ 91,562,738 | $ 83,973,595 | $ 90,935,763 | $ 91,934,871 |
| Specialized Criminal Prosecution | 49,074,189 | 43,634,448 | 43,901,846 | 44,113,919 | 43,797,660 | 44,954,726 |
| Child Support Enforcement | 67 | — | — | 10 | — | — |
| Juvenile Court | 6,573,855 | 5,500,255 | 5,513,943 | 5,128,170 | 5,606,667 | 5,789,087 |
| Public Assistance Fraud | (967,640) | (1,670,255) | (1,667,227) | (2,011,976) | (1,986,082) | (1,900,564) |
| District Attorney Administration | 8,942,775 | 8,221,365 | 8,800,800 | 7,101,431 | 8,362,205 | 8,517,594 |
| District Attorney Asset Forfeiture Program | 627,638 | 800,000 | 800,000 | 562,421 | 725,000 | 700,000 |
| Total | $ 145,209,843 | $ 147,525,766 | $ 148,912,100 | $ 138,867,569 | $ 147,441,213 | $ 149,995,714 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 128,493,185 | $ 129,264,206 | $ 129,673,195 | $ 124,263,241 | $ 130,298,650 | $ 133,901,760 |
| Services & Supplies | 20,850,511 | 20,856,208 | 21,206,364 | 18,289,897 | 20,647,463 | 19,724,771 |
| Other Charges | 2,885,231 | 3,452,353 | 4,016,465 | 2,952,343 | 2,703,620 | 2,683,620 |
| Capital Assets Equipment | 946,566 | 2,360,200 | 2,423,277 | 1,813,816 | 2,360,200 | 2,360,200 |
| Expenditure Transfer & Reimbursements | (8,165,651) | (8,607,201) | (8,607,201) | (8,551,729) | (8,768,720) | (8,874,637) |
| Operating Transfers Out | 200,000 | 200,000 | 200,000 | 100,000 | 200,000 | 200,000 |
| Total | $ 145,209,843 | $ 147,525,766 | $ 148,912,100 | $ 138,867,569 | $ 147,441,213 | $ 149,995,714 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Fines, Forfeitures & Penalties | $ 544,001 | $ — | $ — | $ 500,122 | $ — | $ — |
| Revenue From Use of Money & Property | 41,362 | — | — | 20,482 | — | — |
| Intergovernmental Revenue | 18,488,010 | 20,626,321 | 21,116,168 | 20,767,138 | 18,813,284 | 20,668,075 |
| Charges For Current Services | 1,052,584 | 910,000 | 910,000 | 1,387,630 | 910,000 | 1,210,000 |
| Miscellaneous Revenues | 3,572,253 | 2,395,297 | 2,395,297 | 3,633,311 | 2,616,297 | 2,616,297 |
| Other Financing Sources | 39,657,364 | 42,720,878 | 42,720,878 | 38,088,782 | 37,720,878 | 37,720,878 |
| Use of Fund Balance | 8,413,495 | 7,100,000 | 7,996,487 | 696,834 | 10,615,000 | 8,590,000 |
| General Purpose Revenue Allocation | 73,440,773 | 73,773,270 | 73,773,270 | 73,773,270 | 76,765,754 | 79,190,464 |
| Total | $ 145,209,843 | $ 147,525,766 | $ 148,912,100 | $ 138,867,569 | $ 147,441,213 | $ 149,995,714 |

# Sheriff

## Department Description

*The Sheriff's Department is the chief law enforcement agency in the County of San Diego, covering 4,200 square miles. The department's 3,800 employees provide general law enforcement, detention, and court services, as well as regional investigative support and tactical emergency response. Law enforcement services are provided to 922,000 county residents, including those in nine contract cities. The department is responsible for booking and releasing inmates, ensuring court appearances, and providing necessary daily care for about 5,400 inmates per day. The Sheriff's detention facilities book approximately 150,000 inmates annually. Services provided to the San Diego Superior Courts include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for execution, service and return of all writs, warrants and temporary restraining orders.*

## Mission Statement

We provide the highest quality public safety service in an effort to make San Diego the safest urban county in the nation.

## 2009-10 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- Maintained adequate patrol staffing in order to meet response times of 9.5 minutes in contract cities, 13.1 minutes in the unincorporated area, and 22.5 minutes in the rural area. Rural area response times were 30 seconds slower than anticipated due to an 11% increase in citizen-driven calls for service.
- The successful implementation and utilization of various license plate reader (LPR) technologies contributed to an improvement in recoveries of stolen vehicles. However, there was also an increase in the number of stolen vehicles, which resulted in break-even results. LPR systems identified over 840 vehicles reported as stolen or wanted for further investigation during the Fiscal Year 2009-10.
- The department was unable to develop a regional, multi-agency, multi-jurisdictional partnership to target and reduce violent crime and gang violence in San Diego County because it was not awarded the Byrne Memorial Competitive Grant funds from the U.S. Department of Justice, Bureau of Justice Administration.

- Improved the crime solving/closure rate by 4.1% by implementing a "Tracking Known Offenders" process that used information from the Sheriff's Records Management System, Jail Information Management System, Probation Department and State Parole to more effectively solve crimes by correlating the whereabouts of known offenders to crimes and crime locations.
- Provided increased high visibility patrols in the Rural Command areas of Campo, Boulevard and Jacumba in order to prevent and deter border related crimes such as drug smuggling, robberies, thefts and kidnappings. Directed patrol hours increased by 38% from 23,580 patrol hours to 32,556 patrol hours. Due to the increased law enforcement presence in the area, the number of cases reported for assault decreased 47%, the number of burglary cases reported decreased 74%, the number of theft cases decreased 85% and the number of arrests for narcotic offenses have increased 200%. Funding for increased patrols is provided by the Operation Stonegarden Grant.
- Reduced overtime by reassigning 20 positions from the Descanso Detention Facility to a dedicated hospital guard unit that provides security when inmates are hospitalized and by moving 48 deputies from Descanso Detention Facility to fill vacancies in other detention facilities. As a result, the overtime was reduced by $4.7 million from $12.5 million in Fiscal Year 2008-09 to $7.8 million in Fiscal Year 2009-10.

- Renovated a 64 bed housing unit at the Las Colinas Detention Facility, previously used as a storage building in October 2009. The housing unit provided added bed space to address short-term housing needs of female offenders.
- Upon further review, the Department chose not to implement a program to train and utilize sentenced female offenders to perform the operations of the telephone visit reservation line and to schedule inmate social visits.
- Prepared a site plan and building specifications for a new women's detention facility.
- Increased the number of warrants cleared by an estimated 5%, from 2,576 to 2,705 in calendar year 2010.

## 2010-12 Objectives

### Strategic Initiative – Safe and Livable Communities

- Achieve a 1.5% increase in warrants cleared over Fiscal Year 2009-10 (2,616 to 2,655).
- Upgrade security camera systems at George Bailey Detention Facility, South Bay Detention Facility and San Diego County Jail. The project will replace outdated technology which will enhance viewing and recording capabilities.
- Work collaboratively with criminal justice partners to expand the Local Reentry Program - a reentry process that begins at sentencing, provides individualized programming in custody, with linkage to outside community service providers while under County supervision. This process will target individuals who have a high risk to re-offend by providing comprehensive "wrap around" services throughout their involvement in the criminal justice system to ensure a successful transition back to the community.
- Achieve a 10% increase in narcotics arrests in the Rural Law Enforcement Division as a result of directed patrol hours through the Stonegarden Grant funds.
- Achieve a 10% increase in under the influence of controlled substance arrests in the Rural Command. Increased narcotics detection will come from the use of Sheriff's Rural K-9's receiving K-9 Narcotics Certification.

## Related Links

For additional information about the Sheriff's Department, refer to the Web site at http://www.sdsheriff.net/.

## Performance Measures

| | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Priority 1 & 2 Response Times: | | | | | |
| — Incorporated Response Times (Min.) | 9.8 | 10.2 | 9.5 | 10.2 | 10.2 |
| — Unincorporated Response Times (Min.) | 13.0 | 13.8 | 13.1 | 13.8 | 13.8 |
| — Rural Response Times (Min.) | 21.1 | 22.0 | 22.5 | 22.0 | 22.0 |
| Public Calls for Service | 226,526 | 230,000 | 221,189 | 230,000 | 230,000 |
| Deputy Initiated Actions (DIA) | 270,666 | 265,000 | 333,924 | 275,000 | 275,000 |
| Daily Average – Number of Inmates | 5,141 | 5,400 | 4,751 | 5,400 | 5,400 |
| Number of Jail Bookings | 144,756 | 148,000 | 139,314 | 150,000 | 145,000 |
| Bank Garnishment Civil Unit Processing | 7.56 Days | 7.5 Days | 7.5 Days | 7.5 Days | 7.5 Days |

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Net decrease of 27.00 staff years.

- Decrease of 49.00 staff years primarily due to reduced funding as a result of the national economic downturn, reductions to security services requested by the Superior Court and reductions in the level of law enforcement services requested by the Contract Cities.
- The above reductions are offset by a net increase of 22.00 staff years from federal grant programs. An increase of 21.00 staff years through mid-year funding from the American Recovery and Reinvestment Act of 2009 (ARRA). These positions will be used for the Border Crime Suppression Team, Street Narcotics/ Gang Investigation Program, Firearms Trafficking and the Regional Cross Border Violence Project. Increase of 1.00 staff year added through funding from High Intensity Drug Trafficking Area (HIDTA). This adds a captain position for the Law Enforcement Coordination Center.

### Expenditures

Net increase of $9.4 million.

- Salaries and Benefits — net increase of $3.8 million.
  - Decrease of $5.6 million due to reductions in temporary help and overtime.
  - Decrease of $4.4 million due to the reduction of 21.00 staff years in the Court Security contract, Contract Cities and other administrative and support positions.
  - Increase of $7.0 million due to negotiated salary and benefit increases.
  - Increase of $3.4 million due to funding provided through ARRA and HIDTA.
  - Increase of $3.4 million due to funding provided by Homeland Security grants and Office of Traffic Safety.
- Services and Supplies — net increase of $4.9 million.
  - Decrease of $2.3 million in various accounts as a result of the lack of funding available due to the downturn in the overall economy.
  - Net increase of $4.0 million in grant funds that support homeland security.
  - Increase of $0.8 million to replace helmets and bullet proof vests that will reach the end of their five year lifespan and need to be replaced.
  - Decrease of $0.4 million due to the elimination by the State of California of the AIDs Drug Assistance Program as well as a reduction in prescription drug rebates.
  - Increase of $0.4 million due to the San Diego Service Authority for Freeway Emergencies (SAFE) program's life, fire and rescue helicopter cost reimbursements.
  - Net increase of $0.4 million due to various Internal Service Funds and Public Liability Insurance costs.
  - Net increase of $0.8 million due to costs related to the Motorola Automated Field Reporting and Records Management System (AFR/RMS) project, County Operations Center (COC) relocation costs and the Intergraph Computer Assisted Design (CAD).
  - Decrease of $0.3 million related to the Public Safety Interoperable Communication (PSIC) contracted services.
  - Decrease of $0.2 million due to projected decrease in food costs for Probation.
  - Increase of $0.2 million for expenditures supported by ARRA grant funding.
  - Net increase of $0.1 million due to various expenditures for equipment.
  - Net increase of $1.0 million due to expenses supported by the Community Oriented Policing Services (COPS) Technology 2008 and 2009 grants.
  - Increase of $0.1 million due to expenditures in support of the Regional Communications System (RCS) Enhancement Project.
  - Increase of $0.3 million due to the Civil Downtown Remodel project funded by the Civil Automation Trust Fund and Hall of Justice Parking Security reimbursement.
- Capital Assets and Equipment — net increase of $0.3 million.
  - Decrease of $0.6 million in one-time PSIC grant funds that were used for mutual aid public safety communications equipment and regional communications radio training.
  - Net increase of $0.6 million in various homeland security grants.
  - Increase of $0.4 million in the COPS Technology 2009 grant.
- Expenditure Transfers and Reimbursements — decrease of $0.2 million in cost applied expenditure transfers (reimbursement) for services provided to the Probation Department for food services. Since this is a reimbursement, it has the effect of a $0.2 million decrease in expenditures.

- Operating Transfers Out — net increase of $0.1 million due to transfers among the Inmate Welfare, Jail Stores and General Funds.

### Revenues

Net decrease of $9.4 million.

- Fines, Forfeitures and Penalties — net increase of $0.1 million primarily in Cal-ID revenue to offset planned expenditures for the Cal-ID program.
- Intergovernmental Revenue — net increase of $5.3 million.
  - Decrease of $1.9 million due to reduced vehicle license fee revenue for programs supported by the Local Safety and Protection Account.
  - Decrease of $3.5 million due to the removal of federal reimbursement of one-time 2007 Firestorm costs budgeted in Fiscal Year 2009-10.
  - Decrease of $8.9 million due to the expiration of grants. An equal reduction in expenditures was made.
  - Decrease of $0.4 million in various revenue accounts related to grant funds that will not be rebudgeted.
  - Net increase of $16.2 million in homeland security grant revenue.
  - Increase of $1.1 million due to PSIC grant rebudget.
  - Increase of $0.7 million due to ARRA grants.
  - Net increase of $0.6 million due to rebudgets of various grants.
  - Increase of $1.4 million due to COPS Technology 2008 and 2009 grants.
- Charges for Current Services — net decrease of $0.6 million due to reduced levels of contracted law enforcement services, including those requested by the State Courts, contracted cities and transit entities.
- Miscellaneous Revenues — net increase of $0.4 million due to increased revenue from sales of commissary goods to inmates.
- Other Financing Sources — net decrease of $17.3 million.
  - Decrease of $17.5 million due to a reduction from Proposition 172, *Local Public Safety Protection and Improvement Act of 1993*, revenue which supports regional law enforcement services, due to the national economic downturn and reduced sales tax receipts.
  - Decrease of $0.1 million due to a reduction in the transfer amount from the Jail Stores to the Inmate Welfare Fund.
  - Increase of $0.3 million based on Asset Forfeiture funds in Law Enforcement Services for overtime associated with increased training hours.
- Use of Fund Balance — net increase of $12.0 million. A total of $13.4 million is budgeted.
  - A total of $11.4 million is included to partially offset the decrease in budgeted Proposition 172 revenues in order to sustain core services.
  - A total of $1.6 million is included in the budget to offset costs related to the Motorola AFR/RMS project ($0.4 million), equipment replacement ($0.8 million), costs to relocate operations to the COC ($0.3 million), and the Intergraph CAD ($0.1 million).
  - A total of $0.2 million is included for the RCS Enhancement Project.
  - A total of $0.2 million is included in the budget for a transfer from Jail Stores to General Fund.
- General Purpose Revenue Allocation — increase of $9.5 million to partially offset the reduction in Proposition 172 revenue and negotiated increases in salary and benefit costs.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Decrease of 20.00 staff years due to the expiration of funding for programs supported by the American Recovery and Reinvestment Act of 2009 (ARRA). Net decrease of $19.2 million primarily due to salary and benefits increases for retirement contributions for Fiscal Year 2011-12, offset by reductions in permanent staff positions, overtime, services and supplies and fixed assets and a decrease associated with grants rebudgeted only in Fiscal Year 2010-11.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Detention Services | | 1,678.00 | | | 1,734.00 | 1,734.00 |
| Law Enforcement Services | | 1,309.00 | | | 1,310.00 | 1,290.00 |
| Sheriff's Court Services | | 449.00 | | | 374.00 | 374.00 |
| Human Resource Services | | 123.00 | | | 115.00 | 115.00 |
| Management Services | | 236.00 | | | 234.00 | 234.00 |
| Sheriff's ISF / IT | | 12.00 | | | 13.00 | 13.00 |
| Office of the Sheriff | | 20.00 | | | 20.00 | 20.00 |
| Total | | 3,827.00 | | | 3,800.00 | 3,780.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Detention Services | $ 207,044,602 | $ 199,642,275 | $ 202,491,576 | $ 192,152,553 | $ 209,568,052 | $ 213,209,255 |
| Law Enforcement Services | 189,816,573 | 187,786,985 | 213,506,303 | 187,298,247 | 199,243,098 | 178,375,800 |
| Sheriff's Court Services | 53,977,403 | 52,753,569 | 48,333,717 | 48,928,384 | 44,955,722 | 44,821,833 |
| Human Resource Services | 20,400,966 | 18,026,112 | 18,297,883 | 14,591,852 | 16,838,508 | 16,252,303 |
| Management Services | 28,351,773 | 32,128,004 | 32,285,647 | 25,277,684 | 29,702,000 | 28,203,329 |
| Sheriff's ISF / IT | 63,252,292 | 61,982,146 | 69,468,205 | 62,644,402 | 61,924,721 | 62,120,458 |
| Office of the Sheriff | 3,898,880 | 3,615,651 | 4,127,583 | 3,833,859 | 3,577,742 | 3,625,263 |
| Sheriff's Asset Forfeiture Program | 338,183 | 1,100,000 | 4,327,327 | 677,948 | 1,100,000 | 1,100,000 |
| Sheriff's Jail Stores ISF | 4,176,326 | 5,553,800 | 5,564,667 | 4,930,914 | 5,400,000 | 5,400,000 |
| Sheriff's Inmate Welfare Fund | 4,596,212 | 5,332,768 | 5,357,994 | 3,933,336 | 4,978,968 | 4,978,968 |
| Countywide 800 MHZ CSA's | 853,326 | 881,403 | 881,403 | 854,743 | 873,857 | 873,857 |
| Total | $ 576,706,536 | $ 568,802,713 | $ 604,642,305 | $ 545,123,921 | $ 578,162,668 | $ 558,961,066 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 442,668,956 | $ 431,430,355 | $ 435,954,996 | $ 419,893,165 | $ 435,258,955 | $ 435,504,506 |
| Services & Supplies | 112,115,695 | 116,903,200 | 139,030,574 | 106,523,336 | 121,815,609 | 106,249,929 |
| Other Charges | 21,055,045 | 17,929,260 | 17,910,260 | 17,113,436 | 17,914,260 | 17,914,260 |
| Capital Assets Equipment | 4,218,118 | 6,021,390 | 12,475,599 | 5,577,286 | 6,361,654 | 2,700,181 |
| Expenditure Transfer & Reimbursements | (7,388,147) | (7,877,942) | (7,432,594) | (7,463,531) | (7,657,060) | (7,657,060) |
| Operating Transfers Out | 4,036,869 | 4,396,450 | 6,703,470 | 3,480,229 | 4,469,250 | 4,249,250 |
| Total | $ 576,706,536 | $ 568,802,713 | $ 604,642,305 | $ 545,123,921 | $ 578,162,668 | $ 558,961,066 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Licenses Permits & Franchises | $ 501,220 | $ 453,000 | $ 453,000 | $ 467,167 | $ 463,000 | $ 463,000 |
| Fines, Forfeitures & Penalties | 8,975,622 | 12,873,335 | 14,088,872 | 10,600,404 | 12,994,935 | 10,707,018 |
| Revenue From Use of Money & Property | 7,990,285 | 7,521,712 | 7,521,712 | 7,366,396 | 7,475,565 | 7,475,565 |
| Intergovernmental Revenue | 56,726,809 | 64,644,406 | 87,995,140 | 67,064,202 | 69,981,903 | 47,672,461 |
| Charges For Current Services | 97,388,121 | 89,908,572 | 89,355,263 | 88,813,120 | 89,291,911 | 89,798,012 |
| Miscellaneous Revenues | 7,808,566 | 5,638,302 | 5,700,906 | 8,010,284 | 6,077,712 | 6,027,112 |
| Other Financing Sources | 144,766,748 | 155,856,412 | 146,869,432 | 139,252,047 | 138,504,212 | 138,209,212 |
| Use of Fund Balance | 26,132,631 | 1,391,459 | 22,142,465 | (6,965,214) | 13,352,938 | 13,315,850 |
| General Purpose Revenue Allocation | 226,416,535 | 230,515,515 | 230,515,515 | 230,515,515 | 240,020,492 | 245,292,836 |
| Total | $ 576,706,536 | $ 568,802,713 | $ 604,642,305 | $ 545,123,921 | $ 578,162,668 | $ 558,961,066 |

# Child Support Services

## Department Description

*The Department of Child Support Services (DCSS) is the local agency responsible for administering the Federal and State Title IV-D child support program. Federal and State law governs the department with oversight by the California Department of Child Support Services. DCSS provides County residents with services such as establishing paternity, establishing and enforcing financial and medical support orders, and facilitating the collection and disbursement of child and spousal support payments through the State Disbursement Unit.*

## Mission Statement

Enhance the lives and well-being of children and promote family self-sufficiency by establishing and enforcing support orders.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Initiated legal action to determine parentage and obtain fair and appropriate child support and/or medical support in a timely manner.
  - Increased the percentage of open cases with an enforceable order to 81% (81,300 of 99,900) exceeding the goal of 80%.
  - The percentage of cases with parentage established decreased from 100% (75,200) to 84% (73,100 of 87,600), falling short of the goal of 90%. The conversion to the statewide child support system created an increase in cases requiring parentage which resulted in additional attempts to locate the non-custodial parent and court hearings to establish paternity.
- Maximized compliance with support orders by promoting, enabling and ensuring payment for families. Collected reimbursement for public assistance programs.
  - Increased the percentage of current support collected to current support owed to 53% ($80 million of $152 million), exceeding the goal of 51%.
  - Maintained the percentage of arrears cases with a collection at 55% (40,000 of 73,000), falling short of the goal of 56%. The continued economic condition and the rise in the unemployment rate contributed to decreased child support collections.
  - Collected $171 million for child support in Fiscal Year 2009-10, exceeding the goal of $170 million.
- Informed and educated the community about child support services through proactive media relations and community outreach.
  - Attended 83% (64 of 77) of the local State Department of Corrections and Rehabilitation's Parole and Community Team meetings to assist newly released prisoners who have a child support obligation, exceeding the goal of 75%.
  - The Paternity Opportunity Program, which assists unmarried parents in establishing parentage, was expanded from 20 area clinics to 32 area clinics, exceeding the goal of 30. DCSS conducted meetings, orientations and delivered materials about the program, which assisted to increase the percentage of paternities established among births to unwed parents in San Diego County.
  - In collaboration with the Superior Court, developed and implemented the ability to conduct a court hearing at the annual Veteran's Village of San Diego Stand Down event to provide services to unemployed and homeless veterans who have child support obligations.

### Required Discipline – Accountability/Transparency

- Exceeded the federal performance measure goal of $2.00 which measures program cost effectiveness, and collected $3.47 for every $1.00 spent on operations.

### Required Discipline – Customer Satisfaction

- Evaluated the feasibility of sharing space in existing County facilities to expand access to child support services in the County. Expanded the use of self-service kiosks into other County facilities to provide additional services to customers.

### Required Discipline – Regional Leadership

- Collaborated with the State Department of Child Support Services and the Administrative Office of the Courts to design and develop a process involving collaborative negotiation with parents to obtain a child support order.
- Referred 100% (3,700) of unemployed non-custodial parents with whom we had contact, to the San Diego Work Force Partnership's One Stop Career Centers to obtain assistance in job training, interview skills, and job placement with the goal to become gainfully employed and pay their full child support obligation.

## 2010-12 Objectives

### Strategic Initiative – Kids

DCSS will continue to focus on core services due to the continued flat revenue allocation from the State. The current economic conditions will continue to impact the department's ability to collect child support from non-custodial parents. DCSS will focus resources on assisting parents to obtain the most appropriate order for their current circumstances.

- Initiate legal action to determine parentage and obtain fair and appropriate child support and/or medical support in a timely manner.
  - Maintain the percentage of open cases with an enforceable order at or above 80% (est. 81,300 of 99.900), consistent with the statewide goal.
  - Ensure the percentage of cases with parentage established remains at or above 90% (est. 67,600 of 75,100).
- Maximize compliance with support orders by promoting, enabling and ensuring payment for families. Collect reimbursement for public assistance programs.
  - Ensure the percentage of current support collected to current support owed is at or above 51% (est. $78 million of $154 million).
  - Maintain the percentage of arrears cases with a collection at or above 56% (est. 41,800 of 74,700).
  - Maintain collections for child support at $170 million.
- Inform and educate the community about child support services through proactive media relations and community outreach.
  - Maintain the number of area clinics served by the Paternity Opportunity Program above 30 clinics. This program assists unmarried parents in establishing parentage, and has increased the percentage of paternities established among births to unwed parents in San Diego County.
  - Expand the number of multimedia informational pieces on the child support process available to the public.

### Required Discipline – Accountability/Transparency

- Meet or exceed the federal performance measure goal, which measures program cost effectiveness, and collect at least $2.00 for every $1.00 spent on operations.

### Required Discipline – Customer Satisfaction

- Install at least two additional self-service kiosks in County facilities to expand child support services to other parts of the County and provide customers easier access.

### Required Discipline – Regional Leadership

- Provide services to unemployed and homeless veterans who have child support obligations.
  - Continue to collaborate with the Superior Court to attend the annual Veteran's Village of San Diego Stand Down event.
  - Collaborate with the U.S. Department of Veterans Affairs to investigate other options for needed services in this area.
- Implement collaborative negotiation with parents in partnership with the Administrative Office of the Courts to measure whether establishment or modification of child support orders done more expeditiously, results in the receipt of full child support payments and parent satisfaction with the outcome.

## Related Links

For additional information about the Department of Child Support Services, refer to the Web site at http://www.sdcounty.ca.gov/dcss/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Current support collected (Federal performance measure #3) | 50% | 51% | 53% of $152M | 51% | 51% |
| Cases with an enforceable order (Federal performance measure #2) | 80% | 80% | 81% of 99,900 | 80% | 80% |
| Arrears cases with a collection (Federal performance measure #4) | 55% | 56% | 55% of 73,000 | 56% | 56% |
| Total Collections (in millions) | $171 | $170 | $171 | $170 | $170 |

*Table Notes*

The five federal performance measures are nationally defined measures subject to incentives to the State if certain goals are met at the statewide level and include:

1) Establishment of Paternity

2) Cases with an Enforceable Child Support Order

3) Collections on Current Support

4) Cases with Collections on Arrears

5) Cost Effectiveness of the Program

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

No change in staffing.

### Expenditures

Net decrease of $1.3 million.

- Salaries and Benefits — net decrease of $1.8 million primarily due to a reduction in temporary staff as specific projects, including case file imaging, are completed. This is partially offset by an increase due to negotiated wage and benefit increases.
- Services and Supplies — net increase of $0.6 million due to anticipated ongoing information technology and facility costs for projects completed in Fiscal Year 2009-10.

### Revenues

Net decrease of $1.3 million.

- Intergovernmental Revenue — decrease of $1.3 million due to a reduction in claimable expenditures.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net increase of $0.8 million in expenditures which reflects an increase for retirement contributions for Fiscal Year 2011-12 and a mid-year flexible benefit increase negotiated in the prior fiscal year. This is supported by an increase in the use of Title IV-D federal matching revenue.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Community Outreach | | 3.00 | | | 3.00 | 3.00 |
| Production Operations | | 434.00 | | | 435.00 | 435.00 |
| Staff Development Division | | 13.00 | | | 12.00 | 12.00 |
| Quality Assurance | | 1.00 | | | 1.00 | 1.00 |
| Administrative Services | | 18.00 | | | 18.00 | 18.00 |
| Recurring Maintenance and Operations | | 3.00 | | | 3.00 | 3.00 |
| Help Desk Support | | 1.00 | | | 1.00 | 1.00 |
| Total | | 473.00 | | | 473.00 | 473.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Community Outreach | $ 278,174 | $ 268,872 | $ 268,872 | $ 282,891 | $ 274,053 | $ 278,421 |
| Production Operations | 45,227,062 | 47,425,694 | 47,871,690 | 43,521,853 | 46,160,807 | 46,844,438 |
| Staff Development Division | 1,158,997 | 1,102,869 | 1,102,869 | 1,046,910 | 1,021,194 | 1,042,398 |
| Research and Publication Division | 141 | — | — | 367 | — | — |
| Quality Assurance | 112,228 | 117,251 | 117,251 | 91,860 | 122,623 | 128,435 |
| Administrative Services | 2,063,798 | 1,987,344 | 1,987,344 | 2,143,867 | 2,072,654 | 2,118,905 |
| Recurring Maintenance and Operations | 747,579 | 538,436 | 538,436 | 529,947 | 525,374 | 534,188 |
| Maintenance and Operations | 6,016 | — | — | 1,428 | — | — |
| Special Projects | 402 | — | — | 315 | — | — |
| Help Desk Support | 169,568 | 133,058 | 133,058 | 160,919 | 135,463 | 137,581 |
| Total | $ 49,763,965 | $ 51,573,524 | $ 52,019,520 | $ 47,780,356 | $ 50,312,168 | $ 51,084,366 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 41,169,714 | $ 42,822,764 | $ 42,822,764 | $ 40,020,612 | $ 40,988,275 | $ 41,810,473 |
| Services & Supplies | 8,594,252 | 8,750,760 | 9,196,756 | 7,759,745 | 9,323,893 | 9,273,893 |
| Total | $ 49,763,965 | $ 51,573,524 | $ 52,019,520 | $ 47,780,356 | $ 50,312,168 | $ 51,084,366 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Intergovernmental Revenue | $ 50,629,833 | $ 49,923,024 | $ 49,923,024 | $ 47,089,966 | $ 48,661,668 | $ 49,433,866 |
| Charges For Current Services | 1,877,867 | 1,646,500 | 1,646,500 | 1,827,073 | 1,646,500 | 1,646,500 |
| Miscellaneous Revenues | 20,453 | 4,000 | 4,000 | 12,931 | 4,000 | 4,000 |
| Other Financing Sources | 5,580 | — | — | — | — | — |
| Use of Fund Balance | (2,769,768) | — | 445,996 | (1,149,614) | — | — |
| Total | $ 49,763,965 | $ 51,573,524 | $ 52,019,520 | $ 47,780,356 | $ 50,312,168 | $ 51,084,366 |

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
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# Citizens' Law Enforcement Review Board

## Department Description

*The Citizens' Law Enforcement Review Board (CLERB) receives and investigates complaints of misconduct concerning sworn Sheriff's Deputies and Probation Officers. The Review Board also investigates, without a complaint, the death of any person arising out of, or in connection with, the activities of these sworn officers. The Review Board issues an annual report, monthly workload reports and summaries of and decisions in completed investigations which are available on the Review Board's Web site (see link below).*

## Mission Statement

To increase public confidence in government and the accountability of law enforcement by conducting impartial and independent investigations of citizen complaints of misconduct concerning Sheriff's Deputies and Probation Officers employed by the County of San Diego.

## 2009-10 Accomplishments

### Required Discipline - Accountability/Transparency

- Issued and publicly distributed 12 monthly workload reports to the Review Board and to the Sheriff's and Probation Departments. Completed a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends.
- Ensured complaint investigations were completed within one year of receipt, unless delayed due to lengthy investigations required in some complex cases. In 2009, completed 91% (96 of 105 filed in 2008), compared to 98% (138 of 141 filed in 2007) because of a 29% increase in complaints and an ongoing investigator vacancy.
- Processed new complaints in a timely manner. Maintained a complaint turnaround of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for verification and signature.
- Provided 12 monthly "early warning" reports to the Sheriff's and Probation Departments regarding the nature of complaints filed and the identity and assignment of the employees, when known, to enable corrective action when necessary.
- Enhanced understanding of law enforcement issues by Review Board members and members of the public through quarterly training presented at Review Board meetings and increased community awareness of the Review Board through quarterly, multidisciplinary outreach.
- To the extent legally allowable, maintained a transparent and independent citizen complaint process that provided relevant feedback and recommendations to the Sheriff and Chief Probation Officer.
- Provided redacted case synopses and decisions that provided information to the public while respecting peace officers' confidentiality rights.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continued ongoing education for Board Members and staff by participating in two patrol ride-alongs.

## 2010-12 Objectives

### Required Discipline – Accountability/Transparency

- Conduct ongoing revisions of the Review Board's rules, initiated in 2009, to reflect current laws and practices.
- Issue and publicly distribute 12 monthly workload reports to the Review Board and to the Sheriff's and Probation Departments. Complete a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trend.
- Ensure complaint investigations are completed within one year of receipt, unless delayed due to lengthy investigations required in some complex cases.

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- Provide 12 monthly "early warning" reports to the Sheriff's and Probation Departments regarding the nature of complaints filed and the identity and assignment of the employees, when known, to enable corrective action when necessary.
- Enhance understanding of law enforcement issues by Review Board members and members of the public through quarterly training presented at Review Board meetings.
- To the extent legally allowable, maintain a transparent and independent citizen complaint process that provides relevant feedback and recommendations to the Sheriff and Chief Probation Officer.
- Provide redacted case synopses and decisions that provide information to the public while respecting peace officers' confidentiality rights.

### Required Discipline – Continuous Improvement

- Educate the community about the Review Board's mission and encourage participation as volunteer Board Members.

## Related Links

For additional information about the Citizens' Law Enforcement Review Board, refer to the Web site at http://www.sdcounty.ca.gov/clerb.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Mail out complaint documents for complainant signature within two working days of initial contact[1,2] | 100% of 105 | 100% | 100% of 135 | 100% | 100% |
| Complete case investigations within one year[1,2] | 98% of 105 | 100% | 91% of 105 | 91% | 91% |
| Provide 12 early warning reports annually to the Sheriff's and Probation Departments | 100% of 12 | 100% of 12 | 100% of 12 | 100% of 12 | 100% of 12 |
| Hold or attend at least four community-based meetings annually (one meeting per quarter) Target 100% | 100% of 4 | 100% of 4 | 100% of 4 | 100% of 4 | 100% of 4 |
| Present training on law enforcement issues once per quarter (4 meetings annually) | 100% of 4 | 100% of 4 | 100% of 4 | 100% of 4 | 100% of 4 |

*Table Notes*

[1] Data on number of complaints is gathered by calendar year (January – December) versus fiscal year (July – June).

[2] CLERB has no control over the number of complaints received and cases to investigate but sets targets for the percentage of complaints and investigations processed as a measure of internal department performance standards. The estimated annual number of complaints received is 130 based on a five-year average.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

No change in staffing.

### Expenditures

Salaries and Benefits and Services and Supplies — net increase of $0.04 million due to negotiated wage and benefit increases and a decrease in departmental operating costs.

### Revenues

General Purpose Revenue Allocation — increase of $0.04 million to support the increases described above.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Increase of $0.01 million primarily due to retirement contributions for Fiscal Year 2011-12 and a mid-year flexible benefit increase negotiated in the prior fiscal year.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Law Enforcement Review Board | | 4.00 | | | 4.00 | 4.00 |
| Total | | 4.00 | | | 4.00 | 4.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Law Enforcement Review Board | $ 424,648 | $ 499,027 | $ 513,578 | $ 361,697 | $ 539,392 | $ 547,392 |
| Total | $ 424,648 | $ 499,027 | $ 513,578 | $ 361,697 | $ 539,392 | $ 547,392 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 337,862 | $ 391,577 | $ 391,577 | $ 299,915 | $ 435,119 | $ 443,771 |
| Services & Supplies | 86,787 | 107,450 | 122,001 | 61,782 | 104,273 | 103,621 |
| Total | $ 424,648 | $ 499,027 | $ 513,578 | $ 361,697 | $ 539,392 | $ 547,392 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Charges For Current Services | $ 83 | $ — | $ — | $ 81 | $ — | $ — |
| Miscellaneous Revenues | 679 | — | — | 537 | — | — |
| Use of Fund Balance | (155,141) | — | 14,551 | (137,948) | — | — |
| General Purpose Revenue Allocation | 579,027 | 499,027 | 499,027 | 499,027 | 539,392 | 547,392 |
| Total | $ 424,648 | $ 499,027 | $ 513,578 | $ 361,697 | $ 539,392 | $ 547,392 |

# Office of Emergency Services

## Department Description

*The Office of Emergency Services (OES) coordinates the overall county response to disasters. OES is responsible for alerting and notifying appropriate agencies when disaster strikes; coordinating all agencies that respond; ensuring resources are available and mobilized in times of disaster; developing plans and procedures for response to and recovery from disasters; and developing and providing preparedness materials for the public. OES staffs the Operational Area Emergency Operations Center (a central facility which provides regional coordinated emergency response), and also acts as staff to the Unified Disaster Council (UDC), a joint powers agreement between all 18 incorporated cities and the County of San Diego. The UDC provides for the coordination of plans and programs countywide to ensure protection of life and property.*

## Mission Statement

Coordinate the County's planning for, response to, and recovery from disasters to ensure safe and livable communities.

## 2009-10 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- Provided 10 "OES for Kids" presentations at local educational institutions to about 200 fourth grade students. Ten more will be completed for about 200 fourth graders by December 2011. The "OES for Kids" program was created to increase student awareness of the importance of preparing for disasters and to provide information to their families about how to start or augment their home emergency plan. The program positively displays the message of preparedness in a fun and interactive environment with hands-on activities.

### Required Discipline – Regional Leadership

- Conducted two comprehensive exercises, one in Imperial Beach and one in Julian, which incorporated all aspects of Community Emergency Response Team (CERT) training. Two additional exercises will be completed by June 2011.
- Initiated a door-to-door Wildfire Awareness Campaign to approximately 300,000 households. Various community fire personnel, volunteers and CERT members will continue to deliver the items to about 100,000 additional households by November 2010. There are currently 28 CERT Programs in the County with about 4,000 members. CERT trains citizens in basic disaster response skills to assist others in their neighborhood or work place following an event when professional responders are not immediately available and encourages citizens to take a more active role in emergency preparedness projects in their communities. The exercises focused on refreshing CERT skills such as fire suppression, light search and rescue and triage.

- Led and coordinated two regional plans to address requirements of federal and State regulations.
  - Updated the Multi-jurisdictional Hazard Mitigation Plan that included the County, 18 cities and one special district. Nineteen special districts decided to develop their own independent plan to submit to the Federal Emergency Management Agency (FEMA). The federal Disaster Mitigation Act of 2000 requires this stand-alone document to be updated every five years. The plan is a comprehensive resource document that enhances public awareness, creates a decision tool for management, promotes compliance with State and federal program requirements and provides inter-jurisdictional coordination.
  - Continued to update the Unified San Diego County Emergency Services Organization and County of San Diego Operational Area Emergency Plan. The updated plan will be completed by December 2010. The Operational Area Emergency Plan describes a comprehensive emergency management system for the County departments, 18 cities and various stakeholders in the region. The Plan is designed to

include the San Diego County Operational Area Plan as a part of the statewide emergency management system. It provides for a planned response to disasters and emergencies.

- Led and coordinated two countywide exercises to evaluate response capabilities.
  - Conducted one Nuclear Power Plan (NPP) full-scale graded exercise. The exercise tested the region's ability to respond in the event of a nuclear incident at the San Onofre Nuclear Generating Station and included activating the San Diego County Operational Area Emergency Operations Center.
  - Participated in one statewide disaster response exercise. This was a two-day exercise for County departments, 18 cities, and various stakeholders in the region. It tested their ability to respond and recover from an improvised nuclear device that could impact Southern California.
- Managed and administered the Homeland Security Grant program funds. OES was the manager of pass-through funds distributed throughout the San Diego region to 18 cities, 58 special districts, county departments and other agencies to improve preparedness, response and recovery from terrorist and catastrophic events.
- Convened local businesses representing eight key industries, including the military to establish a San Diego County Business Consortium (Public Private Partnership). The Consortium, now known as the ReadySanDiego Business Alliance consists of over 170 members and has created a coalition of businesses which contribute resources and senior expertise in preparation for, during and after a time of crisis in San Diego County. The Consortium has several goals:
  - Raise awareness of the need to prepare businesses and their employees for emergencies.
  - Increase the number of County residents and employees who have:
    - Created and practiced a family disaster plan.
    - Assembled an emergency supply kit.
    - Created a communication and evacuation plan.
  - Promote private/public partnerships to extend the message into the community.
  - Develop tools to reach all segments of the community.

  As a result of the Alliance, businesses will establish communication with the Emergency Operations Center to obtain and share information during a disaster.
- Conducted a regional crisis leadership workshop for San Diego County Executive Managers, Police and Fire Chiefs, Emergency Medical and Emergency Management Leaders, and private sector business executives. The workshop was designed to provide training on catastrophe and crisis leadership skills.

### Required Discipline – Essential Infrastructure

- Utilized local professionals and subject matter experts to assist in the inspection of facilities identified in the San Diego Critical Infrastructure Protection Plan. The purpose of Site Assistance Visits was to assess the regions critical infrastructure and provide strategies to reduce their vulnerability to both natural and human-made disasters.
- Developed a Local Assistance Center Plan to address site selection, oversight and site management at Local Assistance Centers. These centers are one-stop shops for residents to receive services following a disaster. The plan template will be provided to the jurisdictions by June 2011.

### Required Discipline – Continuous Improvement

- Ensured compliance to the Emergency Management Accreditation Program. This was based on an annual review of standards and required criteria which addressed prevention, mitigation, preparedness, response and recovery activities for natural and humanmade disasters.

### Required Discipline – Information Technology

- Researched and developed OES multiple social media pages including MySpace, Facebook, LinkedIn, YouTube, Twitter and a blog on the ReadySanDiego.org Web site. These pages allow OES to reach a younger generation of residents with emergency preparedness information.

## 2010-12 Objectives

### Strategic Initiative – Safe and Livable Communities

- Provide 10 "OES for Kids" presentations at local educational institutions to about 200 fourth grade students. The "OES for Kids" program was created to increase student awareness of the importance of preparing for disasters and to provide information to their families about how to start or augment their home emergency plan. The program positively displays the message of preparedness in a fun and interactive environment with hands-on activities.

## Required Discipline – Regional Leadership

- In the event of a major natural or manmade disaster, provide accurate and timely emergency response and recovery information to the public and the media.
  - Research and develop 10 "just-in-time" public awareness messages pertaining to critical hazards that could potentially affect our region to be used in a crisis for quick distribution to the media or public via a Web site and social media pages. The pre-scripted messages include general information specific to a hazard such as an earthquake, wildfire or tsunami that would provide the public with immediate information on how to prepare, respond and recover from a local emergency.
  - Conduct one multimedia public awareness campaign focused on encouraging personal preparedness and self-reliance during an emergency. The campaign informs 1.4 million people in San Diego County that they need to be prepared to address their own non-emergency needs for 48 to 72 hours after a major disaster. The County is proactively leading the federal and State governments in further promoting personal responsibility during times of crises. Previously, OES has emphasized wildfire preparedness, and while that will still continue, OES will focus everyone's interest in family preparedness which is critical for any hazard.
- Engage the ReadySanDiego Business Alliance to increase membership and bring the Alliance and its eight industry sectors together to attend two planning summits and activities to increase Alliance membership and incorporate it into a Business Emergency Operations Center by June 2011. The Alliance is a partnership between the OES and the private sector, including nonprofits and others who can assist government in responding to and recovering from disasters. The Alliance brings the business community together to:
  - Raise awareness of the need to prepare businesses and their employees for emergencies.
  - Increase the number of County residents and employees who have created and practiced a family disaster plan, assembled an emergency supply kit and created a communication and evacuation plan.
  - Promote private/public partnerships to extend the message into the community and develop tools to reach all segments of the community.

  The Alliance is organized into eight industry sectors - Public Health & Healthcare, Communication/Media, Services, Production, Service Industries and Supply Chain, Sustenance and Health, Venues/Facilities, and Members-At-Large that are led by a Sector Chairperson. Two summits and one tabletop activity will provide the forum for the Alliance sectors to identify, discuss and propose resolution for sector specific issues and concerns that may arise during an emergency or disaster.
- Lead and coordinate six regional plans to address the requirements of federal and State regulations by June 2011.
  - Continue to update the Unified San Diego County Emergency Services Organization and County of San Diego Operational Area Emergency Plan by December 2010. The Operational Area Emergency Plan describes a comprehensive emergency management system for the County departments, 18 cities and various stakeholders in the region. This plan is designed to include the San Diego County Operational Area Plan as a part of the statewide emergency management system. It provides for a planned response to disasters and emergencies.
  - Develop a regional Energy Resilience Plan for use by 18 cities and various stakeholders in the region. The purpose of this plan is to coordinate response activities of energy and utility organizations and local jurisdictions in responding to and recovering from a disruption of the region's energy supplies of electricity, natural gas and petroleum caused by manmade or natural disasters. The plan will address coordination of energy supplies and suppliers within San Diego County and will include strategies for mitigating energy disruptions in order to protect public health, safety and welfare.
  - Develop a new template for dam evacuation plans. The new template will use Olivenhain Reservoir as the model and will be more streamlined than the original format. The new format will consist of a standardized document and will include an overview of the dam, i.e., dam features, etc., affected downstream jurisdictions; a list of key agencies/jurisdictions to be notified in the event of potential or actual dam failure and corresponding inundation maps. The template will be available to all downstream jurisdictions for use by emergency responders in response to a potential or actual dam failure.
  - Assist the California Emergency Management Agency (CalEMA) and the FEMA Region IX in the development of the Regional Catastrophic Earthquake Plan. This plan is a comprehensive

resource document that describes the joint federal, State and multiple county coordinated responses to a catastrophic earthquake in Southern California.
  - Update the Regional Oil Spill Contingency Plan. This plan details the response by local government to an oil spill off the coast of San Diego County or within any harbor or bay. Federal regulations mandate that the U.S. Coast Guard plan for the prevention and response to oil spills on the navigable waters of the United States. State law makes this the responsibility of the California Department of Fish and Game, Office of Oil Spill Prevention and Response (OSPR). This State law also provides for the participation of local governments. The Office of Emergency Services has been partnered with the U.S. Coast Guard and OSPR in regional oil spill planning since 1992.
  - Incorporate the San Diego County Operational Area Points of Distribution Plan (POD) into OES' Recovery Plan framework. This plan will provide guidelines on how the County will distribute commodities to affected residents following a catastrophic disaster. The Plan will explain how PODs are selected, activated, operated and demobilized. Any jurisdiction will be able to use these guidelines to incorporate mass commodities distribution into their planning processes.
- Lead and coordinate exercises to evaluate response capabilities by June 2011.
  - Conduct one Nuclear Power Plant full-scale graded exercise. The three-day exercise will test the region's ability to respond in the event of a nuclear incident at the San Onofre Nuclear Generating Station and will include activation of the San Diego County Operational Area Emergency Operations Center.
- Conduct two comprehensive exercises throughout the County in various locations that incorporate all aspects of Community Emergency Response Team (CERT) training. There are currently 28 CERT Programs in the County with about 4,000 members. CERT trains citizens in basic disaster response skills to assist others in their neighborhood or work place following an event when professional responders are not immediately available and encourages citizens to take a more active role in emergency preparedness projects in their communities. The exercises will focus on refreshing CERT skills such as fire suppression, light search and rescue and triage.
- Manage and administer Homeland Security Grant program funds. OES is the manager of pass-through funds distributed throughout the San Diego region for 18 cities, 58 special districts, and other agencies to improve preparedness, response and recovery from terrorist and catastrophic events.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Conduct one Continuity of Operations (COOP) Tabletop exercise by June 2011. The exercise will test a County department's ability to respond and recover in the event of a local emergency or regionwide disaster.

### Required Discipline – Information Technology

- Utilize the ReadySanDiego.org Web site to increase participation in the AlertSanDiego regional emergency notification system by encouraging registration at four community events by June 2011. The AlertSanDiego system provides updated emergency and/or disaster information to residents and businesses within the county via registered landline and cell telephones. This system will be used by emergency response personnel to notify those homes and businesses at risk with information on the event and/or actions (such as evacuation) they are asked to take. The community events will provide an opportunity for OES to inform citizens about the system and its benefits to the homeowners. Additionally, the Web site will:
  - Publicize trainings and community events provided by OES on ReadySanDiego.org to increase community participation and registration for these important events.
- Utilize technology to improve communication between OES and local business members of the San Diego County Business Alliance. The Alliance will use a customized social network to facilitate the sharing of information related to the response and recovery efforts during a disaster by June 2011. The customized social network will be the primary tool to be used by the business community to communicate with the Emergency Operations Center during a disaster. The network site will provide real-time information on shelter locations, road closures and status of infrastructure. The social network will allow the business community to request and provide resources to the community.

## Related Links

For additional information about the Office of Emergency Services, refer to the following Web sites:

- www.sdcounty.ca.gov/oes
- www.sdcounty.ca.gov/oes/ready/
- ReadySanDiego.org

## Performance Measures

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| San Diego cities participating in series of Tabletop exercises (Target = 18) [1] | 0 | 100% of 18 | 100% of 18 | N/A[1] | N/A[1] |
| Number of exercises (tabletop or functional) conducted to continue the San Diego County region's emergency management readiness[2] | N/A | N/A | N/A | 18[2] | 18 |
| Number of full-scale countywide exercises and/or Nuclear Power Plant (NPP) graded exercises conducted[3] | 2 | 2 | 2 | 1 | 2 |
| Number of quarterly drills (4 total) conducted to test Emergency Operations Center Activation procedures | 4 | 4 | 4 | 4 | 4 |
| Number of exercises (tabletop or full-scale) conducted to test the County's Interoperable Communications plan[4] | 2 | 2 | 2 | 1 | 2 |

*Table Notes*

[1] Over the past several years, the region's Homeland Security and Emergency Management plans have become significantly more complex and all are multi-agency and multi-functional. Accordingly, the performance metric in future years will focus on the number of multi-agency functional and tabletop exercises conducted, rather than the percentage of cities participating. As a result, this measure will be discontinued effective Fiscal Year 2010-11 and has been replaced with a new measure (see below).

[2] This is a new measure as of Fiscal Year 2010-11. As discussed in Table Note #1 above, there will be a change in the way this activity is measured. There are various County departments, 18 incorporated cities, 58 special districts and various stakeholders in the region that are participating in the Homeland Security Exercise & Evaluation Program. San Diego County will focus on multi-agency tabletop or functional exercises to test the region's ability to respond in the event of an emergency.

[3] A full-scale exercise is a comprehensive test and evaluation of a plan utilizing written objectives that highlight the practice of various emergency functions and includes deployment of personnel and resources in the field. In Fiscal Year 2009-10 one full-scale statewide exercise and one Nuclear Power Plant graded exercise were conducted. The NPP three-day graded full-scale exercise in Fiscal Year 2010-11 will test the region's ability to respond in the event of a nuclear incident at the San Onofre Nuclear Generating Station and will include activation of the San Diego County Operational Area Emergency Operations Center.

[4] The Tactical Interoperable Communications Plan (TICP) is a requirement of the Department of Homeland Security to document coordination of interoperable communications within a region. The San Diego region's TICP documented what interoperable communications resources were available, what agency controls each resource had and what rules of use or operational procedures existed for the activation and deactivation of each resource. Annual exercising of the Plan is a federal requirement. See Table Note 3 above for exercise information.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

An increase of 1.00 staff year as the result of the transfer of a position from the Office of the District Attorney to support countywide emergency preparedness outreach efforts.

### Expenditures

Net increase of $1.4 million.

- Salaries and Benefits — increase of $0.3 million due to the addition of one staff year as described above, the inclusion of grant funds awarded relating to the State of California Volunteers Disaster Corp Program and for negotiated wage and benefit increases.
- Services and Supplies — decrease of $0.6 million due to a reduction in contract planning activities. These activities are now performed by County staff.
- Other Charges — increase of $1.7 million due to an increase of grant money being passed through to outside agencies.

### Revenues

Net Increase of $1.4 million.

- Intergovernmental Revenue — increase of $1.3 million in federal Homeland Security grant funds, including the California Volunteers Disaster Corp grant awarded during the Fiscal Year 2009-10 with expenditures planned during Fiscal Year 2010-11.
- Use of Fund Balance — A total of $0.45 million to support the Fire Protection and Emergency Medical Services program and the "Call When Needed" program to access fire suppression aircraft.
- General Purpose Revenue Allocation — increase of $0.03 million to support the increases described above.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $5.0 million. This change primarily represents removing appropriations for State Homeland Security Grants funds. The Office of Emergency Services will be applying for future State Homeland Security and Emergency Management Grants. Additionally, a decrease of $0.04 million in Salaries and Benefits reflects a decrease in grant funding related to the California Volunteer Disaster Corp Program. An increase of $0.03 is included in Salaries and Benefits for retirement contributions for Fiscal Year 2011-12 and a mid-year flexible benefit increase negotiated in the prior fiscal year.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Office of Emergency Services | | 16.00 | | | 17.00 | 17.00 |
| Total | | 16.00 | | | 17.00 | 17.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Office of Emergency Services | $ 9,538,776 | $ 7,202,525 | $ 11,578,512 | $ 5,788,972 | $ 8,572,824 | $ 3,581,674 |
| Total | $ 9,538,776 | $ 7,202,525 | $ 11,578,512 | $ 5,788,972 | $ 8,572,824 | $ 3,581,674 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 2,147,375 | $ 1,937,375 | $ 2,014,375 | $ 2,013,888 | $ 2,195,067 | $ 2,151,399 |
| Services & Supplies | 4,881,548 | 2,003,704 | 2,496,555 | 1,548,102 | 1,372,848 | 697,409 |
| Other Charges | 2,431,317 | 3,261,446 | 7,067,582 | 2,251,867 | 5,004,909 | 732,866 |
| Capital Assets Equipment | 77,153 | — | — | — | — | — |
| Expenditure Transfer & Reimbursements | 1,382 | — | — | (24,885) | — | — |
| Total | $ 9,538,776 | $ 7,202,525 | $ 11,578,512 | $ 5,788,972 | $ 8,572,824 | $ 3,581,674 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Intergovernmental Revenue | $ 5,028,551 | $ 5,943,476 | $ 10,040,563 | $ 4,383,618 | $ 7,282,190 | $ 2,271,040 |
| Charges For Current Services | 1,712 | — | — | 3,731 | — | — |
| Miscellaneous Revenues | 1,976 | — | — | 1,961 | — | — |
| Use of Fund Balance | 3,497,488 | 450,000 | 728,900 | 590,613 | 450,000 | 450,000 |
| General Purpose Revenue Allocation | 1,009,049 | 809,049 | 809,049 | 809,049 | 840,634 | 860,634 |
| Total | $ 9,538,776 | $ 7,202,525 | $ 11,578,512 | $ 5,788,972 | $ 8,572,824 | $ 3,581,674 |

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# Medical Examiner

## Department Description

*The Department of the Medical Examiner provides forensic death investigation services for the citizens of San Diego County, as mandated by State law. The department has initial jurisdiction over about 50% of deaths in the County, and ultimately transports approximately 14% of decedents to the department facility to determine the cause and manner of death. The department performs such tasks as scene investigations, autopsies and external examinations, toxicology, histology, and administrative support. In addition, the department hosts educational tours of the Medical Examiner & Forensic Center facility on a regular basis.*

## Mission Statement

Promote safe and livable communities by certifying the cause and manner of death for all homicides, suicides, accidents and sudden/unexpected natural deaths in San Diego County. In addition, provide related forensic services, assistance and education to families of the deceased, as well as to public and private agencies, in a professional and timely manner.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Contributed to research efforts in childhood death by actively participating in the San Diego County Child Fatality Review Committee, the Methamphetamine Strike Force, the Medical Examiners and Coroners Alert Project (MECAP), the National Institute of Child Health and Human Development (NICHD) and the California Sudden Infant Death Syndrome (SIDS) Advisory Council. Participation includes attending meetings, providing statistics and case examples, and lending expertise.
- Provided career opportunities for youth and correctional training for youthful offenders by fulfilling 100% (30) of appropriate requests for Medical Examiner facility tours and/or educational seminars for youth groups within four months of request.

### Strategic Initiative – The Environment

- Achieved a result of "no reportable incidents" (no contamination of public or private property) by providing guidance and coordination to responsible parties for biohazardous waste removal at 528 death scenes on public property.

### Strategic Initiative – Safe and Livable Communities

- Enabled timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death by completing 99% (2,659 of 2,696) of investigative reports, 99% (1,910 of 1,913) of toxicology reports, and 89% (2,391 of 2,673) of examination reports within 60 days or less, exceeding the target for each measure.
- Enabled timely progress of the justice system by completing 91% (96 of 105) of homicide examination reports within the stated performance objective.
- Shared detailed information regarding the cause and manner of death with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) by providing 95% (3,590 of 3,794) of copies of case reports in Medical Examiner cases within seven days or less, meeting the target of 95%.

### Required Discipline – Customer Satisfaction

- Began the healing process of those who have lost a loved one by providing timely and compassionate service and accurate information about Medical Examiner procedures.
  - Notified next-of-kin in 91% (1,768 of 1,951) of identified Medical Examiner cases within 12 hours or less, exceeding the target of 90%.

- Enabled timely funeral services for families by making 99% (2,303 of 2,337) of bodies ready for release within seven days or less.
- Provided educational opportunities by fulfilling 100% (114) of appropriate requests to provide training, lectures and demonstrations for approved educational purposes within four months of request.

### Required Discipline – Essential Infrastructure

- Participated in construction project monitoring of the new Medical Examiner & Forensic Center facility. The new facility's larger capacity, combined with the equipment investments in advanced toxicology and X-ray imaging technology, have enhanced the department's ability to provide high quality services leading to the determination of the cause and manner of death for each Medical Examiner case. The Medical Examiner & Forensic Center opened in December 2009.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Contribute to research efforts in childhood death by actively participating in the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, MECAP, NICHD and the California SIDS Advisory Council. Participation includes attending meetings, providing statistics and case examples, and lending expertise.
- Provide insight into forensic careers and correctional training for youthful offenders by fulfilling 100% (est. 15) of appropriate requests for Medical Examiner facility tours and/or educational seminars for youth groups within four months of request.

### Strategic Initiative – Safe and Livable Communities

- Enable timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death.
  - Complete 90% of investigative reports within 60 days or less.
  - Complete 95% of toxicology reports within 60 days or less.
  - Complete 80% of examination reports within 60 days or less.
  - Complete 95% of case reports within seven days or less.
- Enable timely progress of the justice system by completing 95% of homicide examination reports within 60 days or less.

### Required Discipline – Customer Satisfaction

- Begin the healing process of those who have lost a loved one by providing timely and compassionate service and accurate information about Medical Examiner procedures.
  - Notify 90% of next-of-kin for identified Medical Examiner cases within 12 hours or less.
  - Enable timely funeral services for families by making 97% of bodies ready for release within seven days or less.
- Provide educational opportunities by fulfilling 100% (est. 50) of appropriate requests to provide training, lectures and demonstrations for approved educational purposes within four months of request.

## Related Links

For additional information about the Department of the Medical Examiner, refer to the Web site at http://www.sdcounty.ca.gov/me/.

| Performance Measures[1] | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Bodies made ready for release on time[2] | 97% of 2,737 | 97% | 99% of 2,337 | 97% | 97% |
| Investigative Reports completed on time[3] | 90% of 2,737 | 90% | 99% of 2,696 | 90% | 90% |
| Toxicology Reports completed on time[4] | 95% of 1,932 | 95% | 99% of 1,913 | 95% | 95% |
| Examination Reports completed on time[5] | 80% of 2,737 | 80% | 89% of 2,673 | 80% | 80% |
| Homicide Examination Reports completed on time[6] | 93% of 105 | 95% | 91% of 105 | 95% | 95% |
| Next-of-kin notification completed on time[7] | 90% of 2,619 | 90% | 91% of 1,951 | 90% | 90% |
| Case Reports provided on time[8] | 95% of 3,922 | 95% | 95% of 3,794 | 95% | 95% |

*Table Notes*

[1] The performance measure table above has been revised from the prior year to offer clarity and reduce ambiguity in understanding performance measure targets and results.

[2] Performance measure target is 97% in seven days or less. Total number of bodies made ready for release in Fiscal Year 2009-10 was 2,337.

[3] Performance measure target is 90% in 60 days or less. Total number of Investigative Reports completed in Fiscal Year 2009-10 was 2,696.

[4] Performance measure target is 95% in 60 days or less. Total number of Toxicology Reports completed in Fiscal Year 2009-10 was 1,913.

[5] Performance measure target is 80% in 60 days or less. Total number of Examination Reports completed in Fiscal Year 2009-10 was 2,673.

[6] Performance measure target is 95% in 60 days or less. Total number of Homicide Examination Reports completed in Fiscal Year 2009-10 was 105.

[7] Performance measure target is 90% in 12 hours or less. Total number of next-of-kin notifications completed in Fiscal Year 2009-10 was 1,951.

[8] Peformance measure target is 95% in seven days or less. Total number of customers provided with case reports in Fiscal Year 2009-10 was 3,794.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 2.00 staff years as a result of a reduction in available funding. This reduction may result in delays in the issuance of toxicology reports and decedent processing.

### Expenditures

Net increase of $0.2 million.

- Salaries and Benefits — decrease of $0.15 million due to the reduction of 2.00 staff years and the reduction of funding for a Forensic Pathology Fellow for one year partially offset by negotiated wage and benefit increases.
- Services and Supplies — increase of $0.4 million due to the increase in operational costs associated with occupying the new Medical Examiner & Forensic Center.
- Capital Assets Equipment — decrease of $0.04 million due to planned one-time purchases completed in Fiscal Year 2009-2010.

### Revenues

Net decrease of $0.2 million.

- Charges for Current Services – increase of $0.03 million due to an increase in toxicology services provided to San Bernardino County.
- Use of Fund Balance — decrease of $0.05 million due to the completed acquisition of replacement equipment.
- General Purpose Revenue Allocation — increase of $0.2 million to support negotiated wage and benefit increases and the increase in facility operational costs.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net increase of $0.1 million primarily due to a plan to restore funding for the Forensic Pathology Fellow and an increase for retirement contributions for Fiscal Year 2011-12 and a mid-year flexible benefit credit increase negotiated in the prior fiscal year.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Decedent Investigations | | 53.00 | | | 51.00 | 51.00 |
| Total | | 53.00 | | | 51.00 | 51.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Decedent Investigations | $ 8,672,555 | $ 8,330,793 | $ 12,424,840 | $ 11,939,880 | $ 8,527,316 | $ 8,677,316 |
| Total | $ 8,672,555 | $ 8,330,793 | $ 12,424,840 | $ 11,939,880 | $ 8,527,316 | $ 8,677,316 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 7,005,375 | $ 6,554,905 | $ 6,563,125 | $ 6,440,731 | $ 6,401,874 | $ 6,664,100 |
| Services & Supplies | 1,550,530 | 1,835,388 | 3,169,296 | 2,893,494 | 2,225,442 | 2,113,216 |
| Capital Assets Equipment | 197,890 | 40,500 | 2,792,419 | 2,695,825 | — | — |
| Expenditure Transfer & Reimbursements | (81,240) | (100,000) | (100,000) | (90,170) | (100,000) | (100,000) |
| Total | $ 8,672,555 | $ 8,330,793 | $ 12,424,840 | $ 11,939,880 | $ 8,527,316 | $ 8,677,316 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Intergovernmental Revenue | $ 197,890 | $ — | $ 93,220 | $ — | $ — | $ — |
| Charges For Current Services | 637,912 | 572,778 | 697,778 | 810,050 | 606,778 | 606,778 |
| Miscellaneous Revenues | 53,442 | 44,220 | 44,220 | 73,365 | 44,220 | 44,220 |
| Other Financing Sources | — | — | — | 62 | — | — |
| Use of Fund Balance | (47,427) | 53,000 | 3,928,827 | 3,395,608 | — | — |
| General Purpose Revenue Allocation | 7,830,739 | 7,660,795 | 7,660,795 | 7,660,795 | 7,876,318 | 8,026,318 |
| Total | $ 8,672,555 | $ 8,330,793 | $ 12,424,840 | $ 11,939,880 | $ 8,527,316 | $ 8,677,316 |

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# Probation

## Department Description

*The Probation Department, established in 1907, has been providing effective community corrections solutions to San Diego County residents for over 100 years. Services provided include detention for delinquent juveniles in two Juvenile Halls, treatment and custody for juvenile wards in three minimum-security facilities, investigation and supervision services for juvenile and adult offenders as ordered by the San Diego Superior Court, as well as victim assistance through notification and restitution. The department has developed a wide variety of community outreach prevention programs to strengthen families, suppress gang activity, and address alcohol and drug abuse as these behaviors contribute to criminal activity. These programs, created in collaboration with courts, law enforcement, health agencies, schools, social service agencies, and other community-based organizations, are located throughout San Diego County.*

## Mission Statement

Protect community safety, reduce crime and assist victims through offender accountability and rehabilitation.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Increased public safety and reduced crime by ensuring that youth who left custodial settings were prepared for success in the community by participating in rehabilitative opportunities.
  - Ensured that 78% (477 of 614) of youth who needed employment readiness services received them. Exceeded goal of 60%.
  - Ensured that 85% (551 of 649) of youth who needed literacy programs received them. Exceeded goal of 60%.
  - Ensured that 83% (640 of 774) of youth who were at high risk of continued delinquency received services to reduce that risk.
  - Ensured that 77% (512 of 663) of youth who needed substance abuse services received them. Exceeded goal of 60%.
- Ensured a safe and secure environment for youth who are committed to a juvenile facility.

  - Ensured that no more than 8 violent incidences per 100 youth per month occurred in the institutions by using targeted interventions. Exceeded goal of no more than nine violent incidences per 100 youth per month.
- Increased public safety and reduced crime by ensuring that 71% (1,778 of 2,519) of juvenile probationers completed their probation without a new sustained law violation. Did not meet goal of 73%
  - Ensured that 83% (86 of 103) of caseloads (number of probationers supervised by one officer) of the highest risk juvenile offenders did not exceed the stated standards by more than 10%.
  - Ensured that youth were held accountable and provided rehabilitation services based on their risks and needs.
    - 96% (493 of 513) of youth assigned to Breaking Cycles were highest risk youth. Exceeded goal of 80%.
    - 85% (111 of 131) of youth assigned to the Drug Court were high-risk youth. Exceeded goal of 80%.
    - 90% (250 of 279) of youth assigned to Juvenile Gang Suppression were high-risk youth. Exceeded goal of 80%.
- A total of 56% (341 of 605) of juvenile probationers who were successfully released from local commitments terminated probation without a new law violation. Recidivism rates are one of the tools used to measure achievement of the department's goal to lower crime rates and prevent victimization.

### Strategic Initiative – The Environment

- Maintained a green environment by conserving energy and educating staff on ways of reducing consumption of non-renewable energy sources.
  - Replaced video-teleconferencing units used to conduct video interviews of adult inmates and juvenile detainees. This resulted in increased efficiencies including conserving on vehicle fuel and maintenance plus contributing to air pollution prevention efforts.
  - Purchased 11 hybrid replacement vehicles by June 2010. Met the goal of 11 vehicles.
  - Decreased the amount of copy paper used in the department by 18%.

### Strategic Initiative – Safe and Livable Communities

- Increased public safety and reduced crime by ensuring that the highest risk adults under intensive supervision were held accountable for their actions and were provided with rehabilitative opportunities in order to reduce future offending.
  - Ensured that 69% (4,482 of 6,478) of adult probationers completed their probation without being convicted of a new crime. Exceeded goal of 65%.
  - Ensured that 35% (623 of 1,777 per month) of high-risk adult probationers were employed each month. Due to the continued economic downturn and high unemployment rates, the goal of 45% was not met.
  - Ensured that 98% (63 of 64) of caseloads (number of adult probationers supervised by one officer) of the highest risk offenders did not exceed stated standards by more than 10%.
  - Ensured that 80% (2,226 of 2,774) of adult probationers assigned to high-risk supervision were assessed as either high or medium risk. Exceeded goal of 50%.
- Maintained a high profile in the community through ongoing partnerships with local, State and federal law enforcement.
  - Participated in 242 adult and juvenile multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints. Exceeded goal of 144.
  - Conducted 8,984 searches of homes of adult and juvenile probationers to ensure that they were not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang-related paraphernalia. Exceeded goal of 3,000.
- Educated crime victims of their constitutional rights and provided victim input to the Court regarding sentencing, restitution and other conditions of probation.
  - A total of 99% of available victims (15,069 of 15,151) were contacted and informed of their right to restitution and to submit a victim impact statement. Exceeded goal of 95%.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Increase public safety and reduce crime by ensuring that 70% (1,750 of 2,500) of juvenile probationers will complete their probation without a new sustained law violation.
- Provide rehabilitative services to youth in custody who were assessed to need them to prepare them for success in the community. Help youth that leave custodial settings be prepared for success in the community by providing rehabilitative services as determined through assessment.
  - Increase percentage of youth in custody over the age of 16 who receive employment readiness services from 73% to 75% (629 of 839).
  - Maintain the current percentage of youth under the age of 18 in custody who receive literacy services at 90% (822 of 913).
  - Provide services to reduce delinquency to 60% of youth in custody who are at high risk of delinquency (570 of 950).
  - Increase the percent of youth assessed to have substance abuse needs who receive substance abuse services from 77% to 80% (730 of 913).

### Strategic Initiative – Safe and Livable Communities

- Increase public safety by holding offenders accountable.
  - Ensure that 60% of adult probationers will complete their probation without being convicted of a new crime (4,074 of 6,790).
  - Conduct 75,000 drug tests on adult and juvenile offenders to ensure compliance with court orders.
  - Search the homes of 5,000 adult and juvenile probationers to ensure that they are not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang related paraphernalia.
- Partner with local, State and federal law enforcement agencies to monitor high-risk offenders.

- Participate in 150 adult and juvenile multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.
- Provide rehabilitative opportunities in order to reduce future criminal offenses.
  - Facilitate linkages to employment services for 30% of high-risk adult offenders (1,110 of 3,700).
  - Maximize face-to-face contacts with probationers to facilitate compliance and rehabilitation.
- Educate crime victims of their constitutional rights and provide victim input to the Court regarding sentencing, restitution and other conditions of probation.
  - Contact 95% of available victims and inform them of their right to restitution and a victim impact statement (14,085 of 14,827).

## Related Links

For additional information about the Probation Department, refer to the Web site at http://www.sdcounty.ca.gov/probation/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Adult offenders who complete their probation without being convicted of a new crime[1] | 64% | 65% | 69% of 6,478 | 60% | 60% |
| Juvenile offenders who complete their probation without a new law violation | 71% | 73% | 71% of 2,519 | 70% | 70% |
| Number of homes of adult and juvenile probationers searched to ensure that they are not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang-related paraphernalia | 5,704 | 3,000 | 8,984 | 5,000[2] | 5,000 |
| Rate (per 100 youth per month) of violent incidents including assaults, fights and threats to staff in juvenile institutions | 11% reduction | No more than 9 incidents per 100 youth per month | 8 incidents per 100 youth per month | N/A[3] | N/A[3] |
| Available victims contacted to inform them of their rights to restitution and a victim impact statement/total available victims[4] | 99% of 12,478 | 95% of 12,478 | 99% of 15,151 | 95% | 95% |
| Provide services to reduce delinquency of youth in custody who are at high risk of delinquency[5] | N/A | N/A | 83% of 774 | 60% | 60% |

*Table Notes*

[1] This measure is at risk due to reductions in certain adult supervision staff due to reductions in state funding for programs focusing on offenders with substance abuse treatment needs.

[2] The number of searches of homes will decrease due to service changes resulting from the downturn in the overall economy. The department is refining what searches will be conducted.

[3] This measure has been discontinued as of Fiscal Year 2010-11. It has been replaced with measures that better reflect outcomes for clients and communities and the department's mission.

[4] An available victim is any victim with an available address and/or phone number. The targets above reflect the estimated percentage of available victims with accurate contact information.

[5] New measure effective Fiscal Year 2010-11.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Net decrease of 69.75 staff years.

- Adult Field Services net decrease of 19.75 staff years.
  - The elimination of State funding for Proposition 36, *Substance Abuse and Crime Prevention Act of 2000*, resulted in a reduction of 17.00 staff years. The loss of funding reduced the frequency of contacts with offenders and reduced treatment reviews and drug testing.
  - The opportunity to create jobs through the American Recovery and Reinvestment Act (ARRA) of 2009 resulted in the addition of 10.25 staff years in various programs.
    - The Edward Byrne Memorial Justice Assistance Grant (JAG) provided funds to support 4.00 staff years for the Evidence-Based Probation Supervision Program Grant. This program will enhance service delivery to felony probationers.
    - The California Emergency Management Agency (CalEMA) provided funding to support 0.25 staff years for the Probation Specialized Unit, which will focus strictly on sexual assault offenders.
    - CalEMA also provided funding for 6.00 staff years for the Offender Treatment Program, which will provide substance abuse treatment for criminal offenders convicted of nonviolent drug offenses.
  - Decrease of 13.00 staff years due to the transfer of staff to Juvenile Field Services and Institutional Services to realign services.
- Institutional Services net decrease of 33.00 staff years.
  - The reduction of available local funding is due to a combination of increased costs, reduced local funding and a decrease in Title IV-E funding which results in a reduction of 30.00 staff years. A decrease of 17.00 staff years in the juvenile camps will result in the reduction of 30 available beds to increase staffing efficiency. A decrease of 3.00 staff years in the Work Projects program results in reduced available hours for community services. A reduction of 10.00 staff years decreases the Institutional Administrative Support Services' capacity to book and release minors and release property and information in a timely manner.
  - Decrease of 3.00 staff years to realign staffing resources in Adult and Juvenile Field Services.
- Juvenile Field Services net decrease of 6.00 staff years.
  - The reduction of State funding for operations and categorical revenues results in a reduction of 4.00 staff years. The Juvenile Probation and Camps Funding and Juvenile Justice Crime Prevention Act funding reductions impact the Community Assessment Teams, Truancy Intervention Program, Breaking Cycles and Drug Court programs. Funding will continue for the STAR Pal program. These reductions will result in the loss of specialized case management, access to therapy, medication and psychiatric services.
  - The reduction of available local funding results in a net reduction of 21.00 staff years. A reduction of 4.00 staff years in the Breaking Cycles program reduces community and in-home contacts, drug testing, and crises intervention services provided to wards. The Special Operations Unit will be reduced by 7.00 staff years, decreasing the participation in the task forces and service of warrants. A reduction of 10.00 staff years in Juvenile Administrative Support Services will impact the timely provision of services, such as transportation, and intake and investigations.
  - The opportunity to create jobs through ARRA 2009 also resulted in the addition of 4.00 staff years.
    - The Edward Byrne Memorial Justice Assistance Grant (JAG) provided funds to support 2.00 staff years for the U.S. Marshal Fugitive Task Force and the Sexual Assault Felony Enforcement programs. This funding will allow the Probation Department to participate in collaborative task forces that combat serious crime. The probation officers enhance the effectiveness of the task force operations by bringing the power of the conditions of probation ordered by the court including the ability to search without a warrant, keeping offenders from certain high-risk areas and restricting their ability to associate with other offenders.
    - JAG also provided funds to support 1.00 staff year for the San Diego Narcotics Task Force. This position will be used to support a collaborative countywide effort to reduce drug related crimes.
    - The Jurisdictions Unified for Drug / Gang Enforcement (JUDGE) program will benefit as well from JAG by adding funds to support 1.00 staff year. This position will be used to support a collaborative countywide effort to reduce drug and gang related crimes.

- Increase of 16.00 staff years due to the transfer of staff from Adult Field Services and Institutional Services to realign staffing resources.
- Proposes a decrease of 1.00 staff year and related funding of $0.1 million for the department's participation in the Critical Assessment and Release Early (CARE) program for home placement as a result of budget reductions in the Health and Human Services Agency.

- Department Administration net decrease of 11.00 staff years.
  - The reduction of available local funding results in a net reduction of 11.00 staff years in Administrative and Support Services, resulting in delays in processing of administrative support tasks.

### Expenditures

Net decrease of $5.3 million.

- Salaries and Benefits — a net decrease of $3.1 million due to reduction of 69.75 staff years as described above partially offset by an increase which reflects negotiated wage and benefit adjustments and adjustments to overtime to reflect actual costs in the juvenile institutions.
- Services and Supplies — decrease of $2.3 million due to the reduction of various State funded programs and the impact of other revenue changes impacting contracted services for the Juvenile Justice Crime Prevention Act and the realignment of Internal Service Fund appropriations with actual costs.
- Expenditure Transfer & Reimbursement – increase of $0.1 million due to the elimination of the 1.00 staff year associated with the CARE program. Since this was a reimbursement, it has an effect of a $0.1 million increase in expenditures.

### Revenues

Net decrease of $5.3 million.

- Revenue From Use of Money & Property — decrease of $0.1 million due to the reduction of collections in Inmate Welfare Funds.
- Intergovernmental Revenue — net decrease of $3.5 million.
  - Decrease of $2.4 million in Juvenile Probation and Camps Funding due to a reduction in State funding for the Local Safety and Protection Account, supported by vehicle license fee revenue.
  - Decrease of $1.7 million in Proposition 36, *Substance Abuse and Crime Prevention Act of 2000,* due to the elimination of State funding for this program.
  - Decrease of $1.5 million in the Juvenile Justice Crime Prevention Act due to a reduction in State funding for the Local Safety and Protection Account, supported by vehicle license fee revenue.
  - Decrease of $0.6 million in Title IV-E of the Social Security Act cost reimbursement due to decreases in eligible activities.
  - Increase of $2.7 million in various revenue accounts representing funding under ARRA 2009.
- Charges for Current Services — net increase of $0.1 million.
  - Increase of $0.1 million related to revenue for overtime agreements with various law enforcement agencies.
- Other Financing Sources — decrease of $2.5 million due to a reduction in funding from Proposition 172, *Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services, due to the national economic downturn and reduced sales tax receipts.
- Use of Fund Balance – a total of $0.4 million due to one-time funding for the Juvenile Voice Supervision Pilot Program.
- General Purpose Revenue Allocation — increase of $0.3 million to support negotiated wage and benefit increases described above.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of 8.25 staff years due to the expiration of funding for programs supported by the American Recovery and Reinvestment Act of 2009 (ARRA) and CARE, offset by increase in Juvenile Justice Crime Prevention Act staff years. Net increase of $0.1 million. The increase of $0.3 in Salaries and Benefits primarily reflects an increase for retirement contributions for Fiscal Year 2011-12 and a mid-year flexible benefit increase negotiated in the prior fiscal year. This is partially offset by a decrease of $0.2 million in Services and Supplies due to the completion of one-time projects.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Adult Field Services | | 344.00 | | | 324.25 | 318.00 |
| Institutional Services | | 549.00 | | | 516.00 | 516.00 |
| Juvenile Field Services | | 345.00 | | | 339.00 | 337.00 |
| Department Administration | | 66.00 | | | 55.00 | 55.00 |
| Total | | 1,304.00 | | | 1,234.25 | 1,226.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Adult Field Services | $ 40,950,961 | $ 40,860,243 | $ 39,830,486 | $ 35,295,572 | $ 39,617,620 | $ 39,526,847 |
| Institutional Services | 68,405,402 | 69,178,533 | 69,317,632 | 67,902,260 | 67,208,713 | 68,293,724 |
| Juvenile Field Services | 54,417,896 | 54,802,922 | 55,347,501 | 53,269,198 | 52,645,565 | 52,674,150 |
| Department Administration | 10,895,858 | 11,120,888 | 11,309,569 | 9,919,633 | 11,282,796 | 10,396,733 |
| Probation Asset Forfeiture Program | 51,450 | 50,000 | 50,720 | 11,545 | 50,000 | 50,000 |
| Probation Inmate Welfare Fund | 206,740 | 225,000 | 233,959 | 188,327 | 95,000 | 95,000 |
| Total | $ 174,928,306 | $ 176,237,586 | $ 176,089,867 | $ 166,586,535 | $ 170,899,694 | $ 171,036,454 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 126,169,202 | $ 123,412,780 | $ 122,613,463 | $ 119,787,411 | $ 120,270,638 | $ 120,618,949 |
| Services & Supplies | 41,771,696 | 45,795,478 | 45,882,876 | 39,286,301 | 43,501,857 | 43,288,926 |
| Other Charges | 9,122,787 | 9,054,676 | 9,606,976 | 9,606,968 | 9,054,676 | 9,054,676 |
| Capital Assets Equipment | — | — | 11,900 | 11,900 | — | — |
| Expenditure Transfer & Reimbursements | (2,135,378) | (2,025,348) | (2,025,348) | (2,106,046) | (1,927,477) | (1,926,097) |
| Total | $ 174,928,306 | $ 176,237,586 | $ 176,089,867 | $ 166,586,535 | $ 170,899,694 | $ 171,036,454 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Fines, Forfeitures & Penalties | $ 150,431 | $ 68,500 | $ 68,500 | $ 135,390 | $ 68,500 | $ 68,500 |
| Revenue From Use of Money & Property | 234,716 | 225,000 | 225,000 | 155,351 | 95,000 | 95,000 |
| Intergovernmental Revenue | 49,060,632 | 55,238,370 | 54,887,331 | 50,077,929 | 51,727,696 | 50,952,415 |
| Charges For Current Services | 8,945,892 | 8,631,528 | 8,631,528 | 8,306,049 | 8,720,427 | 8,720,427 |
| Miscellaneous Revenues | 14,550 | 18,312 | 18,312 | 5,523 | 18,312 | 18,312 |
| Other Financing Sources | 15,410,494 | 16,937,809 | 16,937,809 | 14,671,841 | 14,437,809 | 14,437,809 |
| Use of Fund Balance | 4,871,430 | 50,000 | 253,320 | (1,833,616) | 416,905 | 50,000 |
| General Purpose Revenue Allocation | 96,240,161 | 95,068,067 | 95,068,067 | 95,068,067 | 95,415,045 | 96,693,991 |
| Total | $ 174,928,306 | $ 176,237,586 | $ 176,089,867 | $ 166,586,535 | $ 170,899,694 | $ 171,036,454 |

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
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MDCCCLI

# Public Defender

## Department Description

*The Department of the Public Defender office consists of five separate offices, all ethically walled to avoid conflicts, including the Primary Public Defender, the Alternate Public Defender, the Multiple Conflicts Office, the Office of Assigned Counsel and the Family Dependency Services Office*. The office of the Public Defender is responsible for providing legal representation to indigent persons accused of crimes, including adults and juveniles charged with felonies such as murder, robbery, rape, assaults, drug offenses, or harm to property. The department represents indigent adults and juveniles charged with misdemeanor offenses and provides legal advice to all persons at arraignment unless retained counsel represents them. The Public Defender provides representation in some civil cases such as Juvenile Dependency, mental health matters, and sexually violent predator cases.*

**As of July 1, 2010, the California Administrative Office of the Courts' contract with the County for Family Dependency Services was discontinued and the service will no longer be provided by the Public Defender. This Adopted Operational Plan does not reflect this change, which will be made in a mid-year budget adjustment. This change will be reflected in the Fiscal Years 2011-13 Operational Plan.*

## Mission Statement

To protect the rights, liberties and dignity of all persons in San Diego County and maintain the integrity and fairness of the American justice system by providing the finest legal representation in the cases entrusted to us.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Strengthened families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
  - Used juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment, participate in training programs and/or further education for 95% (414 of 436) of requests.

- Promoted dependency clients' attendance at their court hearings to ensure that the children are involved in the decisions that impact their life.
  - Had 31% (2,023 of 6,527) of age appropriate (11-18) clients attend hearings.
- Worked to reduce the number of days between a juvenile client's admission and formal sentencing in order to accelerate his or her commencement of a rehabilitation program and help reduce length of stay in Juvenile Hall.
  - Maintained the number of elapsed days between admission and sentencing in juvenile cases at an average of 28 days by June 2010.
- The office of the Alternate Public Defender maintained and maximized opportunities for success of families and children through focus on resources, education and partnerships.
  - Reunited 59% (2,274 of 3,854) of families in dependency cases which are completed and closed out of the juvenile court system.

### Strategic Initiative – Safe and Livable Communities

- Established a professional relationship with clients, informed them of their rights and court procedures, established a bond of trust and gathered background information in order to properly assess the handling of each case.
  - Resolved an average of 75% (43,557 of 57,903) of misdemeanor cases at first appearance.
- Conducted timely investigations, comprehensive client interviews and obtained maximum prosecution discovery early in order to efficiently and effectively prepare for litigation and resolution.

- Investigated and resolved 62% (8,134 of 13,120) of felony cases pre-preliminary hearing, when doing so benefited the client more than litigation.

- Assisted clients with expungement programs in order to enable them to gain useful employment, pay all fines and penalties and to be successful on probation.
  - Prepared petitions and assisted approximately 177 misdemeanor clients in completing the expungement process. This representation encourages the payment of fines, fees and restitution.
  - Filed approximately 450 felony expungement requests in order to help assist citizens obtain meaningful employment.
- The office of the Alternate Public Defender, through negotiations and persuasion, achieved a substantial number of early resolutions favorable to the client.
  - Accomplished direct contact with 93% (1,668 of 1,794) of all new adult felony clients before the pre-preliminary hearing conference to build rapport and trust with clients and families thereby facilitating a favorable early resolution, when appropriate.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Used internal training programs to develop expertise and ethics and promote effective supervision, teamwork and peer support to ensure that all staff members are qualified to represent clients at the level of their assignments.
  - Achieved 15 hours of annual continuing legal education for approximately 205 attorneys.
- The office of the Alternate Public Defender ensured all staff were trained to develop a successful legal strategy and determine viable defenses and/or mitigating circumstances at an early stage of the case.
  - Achieved a minimum average of 16 hours of training/outreach for 83% (1,400 hours for 90 positions) of staff to ensure the ability to develop a successful legal strategy and to determine viable defenses.
- The office of the Alternate Public Defender maintained partnerships with educational and community organizations in order to facilitate a continuous source of volunteers and interns, resulting in practical professional training, enhanced recruitment opportunities and cost savings to the County.
  - Achieved an increase greater than 4% in hours (850 hours) provided by volunteers in all programs compared to Fiscal Year 2007-08.
- The office of the Alternate Public Defender ensured clients are receiving competent representation from attorney staff through mentoring and observation of evidentiary hearings by senior supervising staff.
  - Observed and mentored 86% (43 of 50) of attorney staff conducting an evidentiary hearing.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Strengthen families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
  - Use juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment, participate in training programs, and/or further education for 95% (estimated 418 of 440) of requests.
- Work to maintain reduced number of days between a juvenile client's admission and formal sentencing in order to accelerate his or her commencement of a rehabilitation program and help reduce the length of stay in Juvenile Hall.
  - Maintain the number of elapsed days between admission and sentencing in juvenile cases at an average of 28 days.

### Strategic Initiative – Safe and Livable Communities

- Establish a professional relationship with clients, inform them of their rights and court procedures, establish a bond of trust and gather background information in order to properly assess the handling of each case.
  - Resolve an average of 75% (estimated 45,000 of 60,000) of misdemeanor cases handled by the Primary Public Defender Office at first appearance.
  - Accomplish direct contact in the office of the Alternate Public Defender with 94% (estimated 1,739 of 1,850) of all new adult felony clients before the pre-preliminary hearing conference to build rapport and trust with clients and families thereby facilitating a favorable early case resolution when appropriate.
- Conduct timely investigations, comprehensive client interviews and obtain discovery early in order to efficiently and effectively prepare for litigation and resolution.
  - Investigate and resolve 62% (estimated 7,750 of 12,500) of felony cases in the Primary Public Defender Office pre-preliminary hearing, when doing so benefits the client more than litigation.

- Assist clients with expungement programs in order to enable them to gain useful employment, pay all fines and penalties and be successful on probation.
  - Prepare the petitions and assist approximately 200 misdemeanor clients in completing the expungement process; this representation encourages the payment of fines, fees and restitution.
  - Filed approximately 400 felony expungement requests in order to help citizens to obtain meaningful employment.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Use internal training programs to develop expertise and ethics and promote effective supervision, teamwork, and peer support to ensure that all staff members are qualified to represent clients at the level of their assignments.
  - Achieve 15 hours of annual continuing legal education for approximately 260 attorneys.
- Maintain partnerships with educational and community organizations in order to facilitate a continuous source of volunteers and interns resulting in practical professional training, enhanced recruitment opportunities and cost savings to the County.
  - Achieve an increase of 4% in hours provided by volunteers in all programs.

## Related Links

For additional information about the Public Defender, refer to the Web site at http://www.sdcounty.ca.gov/public_defender/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Misdemeanor & probation revocation cases resolved at first appearance | 75% of 65,252 cases | 76 % | 74% of 60,366 cases | 75% | 75% |
| Number of elapsed days between admission and sentencing of juvenile cases to accelerate rehabilitation and help reduce length of stay in Juvenile Hall | 28 days | 28 days | 28 days | 28 days | 28 days |
| Felony cases investigated and resolved within 60 days of arraignment when doing so would benefit the client more than litigation | 64% of 13,232 cases | 62% | 62% of 13,120 cases | 62% | 62% |
| Ensure that the dependent children are involved in the decisions that impact their lives. Percentage of hearings attended by age appropriate (11-18) clients | 30% of 7,948 hearings | 27% | 31% of 6,527 hearings | 30% | 30% |
| Families reunified in completed and closed dependency court cases / total cases[1] | 67% of 3,276 cases | 65% | 59% of 3,854 cases | N/A[2] | N/A[2] |
| Minimum average of 16 hours of training / outreach for department staff achieved / number of staff | 85% of 95 staff | 85% | 83% of 90 staff | N/A[2] | N/A[2] |
| Direct contact accomplished with every client before the pre-preliminary hearing conference in new adult felony criminal cases / total new adult felony criminal cases | 90% of 2,000 cases | 90% | 93% of 1,794 cases | 94% | 94% |
| Increase of volunteer hours / total volunteer hours for the office of the Alternate Public Defender | 33%/ 27,515 hours | 1%/ 21,185 hours | 4%[3]/ 21,552 hours | N/A | N/A |
| Increase of volunteer hours / total volunteer hours, for all five divisions of the recently merged Public Defender's Office[4] | N/A | N/A | N/A | 4%[4] | 4%[4] |
| Attorney staff observed and mentored in evidentiary hearings / number of attorney staff | 78% of 50 staff | 86% | 86% of 50 staff | N/A[2] | N/A[2] |

*Table Notes*

[1] Reunification is child with parent only. "Closed" means case is closed out of the juvenile court system.

[2] This measure is being discontinued as of Fiscal Year 2010-11. The goal will now be a combined objective as a result of the consolidation of the departments of the Public Defender and Alternate Public Defender.

[3] The estimated 4% increase of volunteer hours in Fiscal Year 2009-10 reflects an increase over the Fiscal Year 2007-08 baseline of 20,700 hours. This measure is being discontinued as of Fiscal Year 2010-11. The goal will now be a combined objective as a result of the consolidation of the departments of the Public Defender and Alternate Public Defender.

[4] This is a new measure effective Fiscal Year 2010-11. The volunteer hours information will represent all divisions of the Public Defender. The Fiscal Year 2009-10 total departmentwide hours of 72,000 will establish the new baseline.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

The staffing and appropriation levels in this Adopted Operational Plan do not reflect the discontinuance of the California Administrative Office of the Courts' contract with the County for Family Dependency Services effective July 1, 2010. This change will be reflected in the Fiscal Years 2011-13 Operational Plan.

### Staffing

Net decrease of 30.00 Staff Years

- Decrease of 31.00 staff years as a result of a reduction in local funding and due to efficiencies gained through the consolidation of public defense operations in Fiscal Year 2009-10. Constitutionally required indigent defense services are now provided more efficiently and economically at current caseload levels, while preserving legally-required "ethical wall" separation of the services.
- Increase of 1.00 staff year in Office of Assigned Counsel. This position will support the administration of cases assigned to the conflict panel attorneys. The division handles case assignment and payment of attorney and expert fees for over 6,100 cases annually.

### Expenditures

Net decrease of $1.8 million.

- Salaries and Benefits — decrease of $3.6 million due to the reduction of staff years described above partially offset by an increase due to negotiated wage and benefit increases.
- Services and Supplies — increase of $1.7 million which includes one-time funds for costs related to the defense of death penalty cases ($1.0 million) and increases for other categories of case related expenditures, including expert witness fees, and costs related to leased facilities ($0.7 million).

### Revenues

Net decrease of $1.8 million.

- Intergovernmental Revenue — decrease of $1.3 million due to decreased collections ($0.6 million), a realignment of collection revenues to the Charges for Current Services category ($0.3 million) and State legislative action that eliminates reimbursement for mandated activities related to Sexually Violent Predators ($0.4 million).
- Charges for Current Services — increase of $0.4 million primarily due to the transfer of these revenues from the Intergovernmental Revenue category.
- Use of Fund Balance — a total of $1.0 million to support costs associated with the defense of special circumstances cases.
- General Purpose Revenue Allocation — decrease of $1.9 million which reflects the efficient management of limited County resources in the current economic environment.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Increase of $0.2 million reflects an increase for retirement contributions in Fiscal Year 2011-12 and a mid-year flexible benefit increase negotiated in the prior fiscal year, offset by the reduction of one-time resources supporting special circumstances cases.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Primary Public Defender | | 285.00 | | | 263.00 | 263.00 |
| Office of Assigned Counsel | | 6.00 | | | 7.00 | 7.00 |
| Alternate Public Defender | | 50.00 | | | 45.00 | 45.00 |
| Multiple Conflicts Office | | 8.00 | | | 8.00 | 8.00 |
| Dependency | | 64.00 | | | 63.00 | 63.00 |
| Administration | | 16.00 | | | 13.00 | 13.00 |
| Total | | 429.00 | | | 399.00 | 399.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Indigent Defense | $ 49,220,542 | $ — | $ — | $ 398,435 | $ — | $ — |
| Primary Public Defender | 242,003 | 44,960,260 | 44,960,260 | 41,798,504 | 38,427,266 | 39,615,305 |
| Office of Assigned Counsel | 2,631,901 | 8,502,254 | 8,502,254 | 6,116,242 | 9,872,734 | 8,885,037 |
| Alternate Public Defender | 16,458,535 | 9,000,907 | 9,002,912 | 8,313,239 | 6,919,178 | 7,136,534 |
| Multiple Conflicts Office | — | 1,121,923 | 1,122,157 | 1,531,128 | 1,403,858 | 1,437,067 |
| Dependency | 27,225 | 9,584,061 | 9,588,829 | 8,965,501 | 9,651,546 | 9,960,617 |
| Administration | 6,833,552 | 5,721,255 | 5,963,563 | 8,636,279 | 10,800,184 | 10,285,598 |
| Total | $ 75,413,758 | $ 78,890,660 | $ 79,139,974 | $ 75,759,329 | $ 77,074,766 | $ 77,320,158 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 62,207,902 | $ 60,714,997 | $ 60,708,515 | $ 57,994,593 | $ 57,150,671 | $ 58,398,511 |
| Services & Supplies | 13,205,857 | 18,175,663 | 18,424,977 | 17,758,254 | 19,924,095 | 18,921,647 |
| Capital Assets Equipment | — | — | 6,482 | 6,482 | — | — |
| Total | $ 75,413,758 | $ 78,890,660 | $ 79,139,974 | $ 75,759,329 | $ 77,074,766 | $ 77,320,158 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Fines, Forfeitures & Penalties | $ 51,347 | $ 51,347 | $ 51,347 | $ 51,347 | $ 51,347 | $ 51,347 |
| Intergovernmental Revenue | 11,597,852 | 11,713,162 | 10,773,982 | 10,074,465 | 10,401,982 | 10,401,982 |
| Charges For Current Services | 1,227,732 | 381,495 | 1,320,675 | 865,444 | 750,000 | 750,000 |
| Miscellaneous Revenues | 442,325 | 80,068 | 80,068 | 185,445 | 100,300 | 100,300 |
| Use of Fund Balance | 3,194,145 | — | 249,314 | (2,081,960) | 1,000,000 | — |
| General Purpose Revenue Allocation | 58,900,358 | 66,664,588 | 66,664,588 | 66,664,588 | 64,771,137 | 66,016,529 |
| Total | $ 75,413,758 | $ 78,890,660 | $ 79,139,974 | $ 75,759,329 | $ 77,074,766 | $ 77,320,158 |

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# County of San Diego

## Health and Human Services Agency


Health and Human Services Agency Summary

Regional Operations

Strategic Planning & Operational Support

Aging and Independence Services

Behavioral Health Services

Child Welfare Services

Public Health Services

Public Administrator / Public Guardian

Administrative Support

# Health and Human Services Agency Summary

## Agency Description

*The Health and Human Services Agency's (HHSA and Agency) vision is a healthy, safe, thriving San Diego community. In support of the County's Strategic Initiatives for Kids and Safe and Livable Communities, the Agency assists at-risk and vulnerable people to be healthy, safe and self-sufficient; protects the public's health; and promotes operational excellence in the delivery of services.*

*The Agency provides five mission critical services: prevention, access, protection, care and treatment, and preparedness and response. Its services include preventive health care, access to publicly funded health care coverage and self-sufficiency services, and a wide array of mental health and substance abuse programs. Protective services are provided to abused and neglected children and vulnerable adults, including seniors, the disabled and indigent adults. The Agency also works to reduce the burden of chronic diseases and contributing factors, such as childhood obesity, and helps the community prepare to respond to health emergencies and disasters.*

*Through six geographic service regions, the Agency administers a broad range of federal and State mandated programs. Services are delivered through a public-private partnership of County staff and more than 900 contracts representing over 470 community-based providers. Although the six regions are geographically and socially diverse, business continuity is maintained by the administrative support divisions that provide essential support services to programs and staff.*

## HHSA Departments

- Regional Operations
- Strategic Planning and Operational Support
- Aging and Independence Services
- Behavioral Health Services
- Child Welfare Services
- Public Health Services
- Public Administrator / Public Guardian
- Administrative Support

## Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services.

## 2009-10 Accomplishments

- The Agency led efforts to anticipate and proactively manage the threat to the public's health from the Pandemic 2009 H1N1 Influenza. As of June 30, 2010, distributed 1,276,030 vaccines:
  - 961,513 vaccines were directly distributed to health care providers to serve their patients.
  - 314,517 vaccines were distributed by the County.
    - 190,357 vaccines were distributed as follows:
      - 96,338 vaccines were given in the seven County immunization clinics.
      - 64,254 vaccines were given in schools.
      - 11,516 vaccines were given by HHSA staff and partners at 10 community mass vaccination clinics.
      - 6,830 vaccines were given to 21 first responder groups in the county.
      - 4,080 vaccines were given to County staff that are first responders.
      - 7,339 vaccines were given at swap meets, farmers markets, and other community events.
    - 124,160 vaccines were distributed to 253 community providers by the County from its vaccine supply because providers only had limited supply.
- The Agency assisted at-risk and vulnerable children, seniors and disabled individuals.
  - Identified options for In-Home Supportive Services (IHSS) to contain costs and focus service on needy seniors and persons with disabilities.
    - November 2009, the Board of Supervisors approved a number of reforms for IHSS including implementation of a new Fraud Investigation and

Program Integrity initiative in conjunction with the District Attorney and initiation of IHSS individual provider enrollment.
  - February 2010, the State approved the County's new $1.4 million Program Integrity initiative.
  - Through June 2010, 56% (11,984 of 21,400) of the current providers have complied with provider enrollment activities. The remaining current and new providers have until December 31, 2010 to complete the process. Provider enrollment activities include a requirement for a California criminal background check, viewing of orientation materials, and an in-person sign-up to show formal documentation of identity.
- Fully implemented *School Success*, a program designed to help foster children tackle the difficulties they face at home and school. Partnered with the County Office of Education to provide services to over 1,800 children to promote their school success.

- The Agency addressed health improvements for the people it serves.
  - Developed a draft comprehensive Strategy Agenda for Health built on four major themes – building a better system, supporting healthy choices, pursuing policy changes for a healthy environment, and changing the culture within. Together these themes help achieve a San Diego County where children, adults and older adults thrive in communities that support health and well-being.
  - Obtained a $16 million Centers for Disease Control and Prevention (CDC) American Recovery and Reinvestment Act (ARRA) prevention grant to launch a new initiative, Communities Putting Prevention to Work (CPPW), to address the growing concerns of chronic diseases that are related to personal behavior such as physical inactivity, poor nutrition and smoking. The initiative will enhance activities in the Strategy Agenda for Health.
  - Strengthened the health care safety net by engaging community partners and reviewing current systems for operational efficiencies, including a preliminary cost effectiveness study of the Health Care Coverage Initiative on quality of care and reduction of inpatient/emergency department costs and utilization.
  - Pursued enhanced funding for the safety net through Intergovernmental Transfers to increase federal funding for safety net healthcare services within San Diego County.
  - Implemented the Mental Health Services Act's (MHSA) Prevention and Early Intervention (PEI) program for previously underserved and unserved populations, including services for children 0-5 years of age in a new multidisciplinary program.
- The Agency pursued strategies that improved staff efficiency in serving clients during the current economic climate and fiscal responsibility while preparing for future trends.
  - In response to declining revenues, developed and implemented an interactive electronic CORE Analyzer that aids managers in identifying programs for Consolidation, Outsourcing, Reengineering/Revenue maximization or possible Elimination. This process builds consistency and supports objective decision making throughout the Agency. Results from the CORE Analyzer were incorporated into multi-year economic reality plans which will be implemented over the next fiscal years.
  - Put into full practice management control initiative to ensure Agency fiscal and programmatic integrity, accountability and optimal deployment of staff to best meet service needs.
  - Fully implemented multi-year "social services safety net" project to streamline the business processes of three major federal and State mandated public assistance programs that provide access to health care, nutrition and temporary financial assistance (Medi-Cal, Food Stamps and CalWORKs). This major continuous improvement project will improve customer service, maintain program integrity and increase efficiency of services provided to more than 337,000 people by over 1,000 staff throughout the Agency.
    - Converted over 200,000 paper cases to electronic files to support transition to virtual (paperless) caseload to gain efficiency and enhance customer service.
    - Redesigned the staffing model and implemented trainings to support transition to a team-oriented, task-based service approach in Agency Family Resource Centers to accommodate higher volume of applications and participation in self-sufficiency programs.
    - Introduced same-day application processing to improve timely delivery of services to customers in Agency Family Resource Centers.

- Implemented year one of the three-year Nutritional Security Plan to help with the 31.6% increase in applications during the current economic downturn (from 7,976 in applications in August 2009 to 10,493 applications in August 2010) by identifying ways to simplify the Supplemental Nutrition Assistance Program (SNAP, also known as Food Stamps) eligibility process while maintaining program integrity. Accomplishments in year one include:
  - Provided online application assistance to local community-based organizations to complete the Food Stamp/SNAP application process in partnership with Alliance Healthcare Foundation.
  - Developed THRIVE San Diego (a collaboration of the Agency, Internal Revenue Service, United Way, San Diego State University, California State University San Marcos, 211 San Diego and the Consumer Center for Education and Advocacy, and other community-based organizations) to engage college students to help low-income residents file their taxes, apply for Earned Income Tax Credit, as well as provide screening and referral for SNAP eligibility.

## 2010-12 Objectives

- The Agency will roll out the County's Strategy Agenda for Health to improve services through four overarching strategies - changing the culture within, supporting healthy choices, pursuing policy changes for a healthy environment, and building a better system, including:
  - Implementing year one of the two-year Communities Putting Prevention to Work (CPPW) Initiative, funded by a CDC ARRA grant.
  - Implementing year two of the three-year Nutritional Security Plan.
- The Agency will support critical, core services by:
  - Developing an approach to increase safe communities, supporting the County's Strategic Plan.
  - Pursuing innovation to improve services, including a minimum of four continuous improvement projects.
  - Putting into operation economic reality plans and management control initiatives for fiscal responsibility and integrity.
  - Applying viable, cost effective options identified in IHSS Reform activities.
  - Leading the nation in the movement toward national public health accreditation by completing the beta test process of the Public Health Accreditation Board. The County of San Diego is the only California jurisdiction to participate in this process.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Overview

The Health and Human Services Agency's Fiscal Year 2010-11 plan includes appropriations of $1.8 billion, a decrease of $4.5 million in the General Fund, associated with reductions in Intergovernmental Revenue.

Appropriations are reduced primarily in salaries and benefits due to State cuts, the return of Child Care Stages II and III and the Alternative Payment Program to the State, and the outsourcing of Welfare to Work and Child Care Stage I. These reductions are offset by increases in appropriations for assistance payments for CalWORKs, Aid to Adoptive Children, and In-Home Supportive Services, and for contracts for the Communities Putting Prevention to Work (CPPW) Initiative funded with a CDC ARRA grant.

This marks the first time since the inception of the Agency that the budget declined from the prior year. The Agency faces over $70 million in funding challenges for the second consecutive year associated with the struggling economy and State budget cuts. Rising demands for services compounds the financial challenge. Furthermore, in Fiscal Year 2010-11, the State enters its tenth year of failure to fund the cost of doing business.

HHSA proposes a decrease of 325.75 staff years. The outsourcing of employment and child care services and the return of child care programs to the State accounts for 200.00 of the reduced staff years. The outsourcing of these services will achieve cost savings and efficiencies while maintaining essential services. The continued high unemployment rate results in growing caseloads in Medi-Cal, Food Stamps and CalWORKs. Containing administrative costs associated with these programs allows the County to invest limited resources toward its share of cost in mandated entitlement payments.

State cuts and revenue losses related to the economic downturn resulted in a net reduction of 114.75 staff years throughout HHSA. These reductions led to fewer or reduced services to clients in many Agency programs. HHSA is committed to providing efficient program delivery and will continue to review programs and processes to ensure staffing resources are focused in priority areas where funding allows.

Other staffing changes include the outsourcing of the Psychiatric Emergency Response Team, a reduction of 5.00 staff years; 4.00 staff years were reduced in the Office of Media and Public Relations as a result of the reorganization

and consolidation of media activities from various County departments into the new County Communications Office; and 2.00 staff years were transferred to the Community Services Group to support purchasing and contracting activities for the Agency.

ARRA revenue continues to be a major source of funding for HHSA in Fiscal Year 2010-11, allowing the maintenance of core services and partially mitigating the continued decline in Realignment revenue. One notable ARRA grant from CDC will fund the CPPW Initiative over the next two years supporting the Health Strategy Agenda in reducing health risk factors, preventing and/or delaying chronic disease and promoting wellness in the community.

The State has yet to solve its ever-increasing structural deficit. Further cuts to health and human service programs will inevitably be part of the State's solutions. Although the economy is beginning to show signs of recovery, fees and tax revenues which support HHSA have dropped over the last three fiscal years and are not expected to recover in the near future. In anticipation of these funding challenges, HHSA continues development of long range plans that align ongoing funding with core, essential services that further the Agency's vision and strategic priorities. As in the past, HHSA continues to work with advisory boards and other key stakeholders in these efforts.

### Tobacco Settlement Funds

Tobacco settlement payments were first securitized in Fiscal Year 2001-02 to allow a stable funding stream for health and human services programs. The Special Revenue fund reflects $27.5 million for Fiscal Year 2010-11. No change is proposed between years.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $0.5 million is primarily the result of an increase of $9.4 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011, offset by a decrease of $9.8 million in Services and Supplies due to the elimination of one-time projects from prior year.

## Group Staffing by Department

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Regional Operations | | 2,438.00 | | | 2,262.00 | 2,262.00 |
| Strategic Planning & Operational Support | | 221.00 | | | 200.00 | 200.00 |
| Aging and Independence Services | | 295.50 | | | 292.50 | 292.50 |
| Behavioral Health Services | | 871.50 | | | 840.50 | 840.50 |
| Child Welfare Services | | 808.50 | | | 744.50 | 744.50 |
| Public Health Services | | 493.50 | | | 479.75 | 479.75 |
| Public Administrator / Public Guardian | | 34.00 | | | 34.00 | 34.00 |
| Administrative Support | | 320.00 | | | 303.00 | 303.00 |
| Total | | 5,482.00 | | | 5,156.25 | 5,156.25 |

## Group Expenditures by Department

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Regional Operations | $ 477,970,133 | $ 475,065,062 | $ 476,071,266 | $ 446,832,917 | $ 462,888,866 | $ 463,208,333 |
| Strategic Planning & Operational Support | 148,686,136 | 146,812,596 | 147,474,725 | 160,415,486 | 161,411,948 | 161,664,861 |
| Aging and Independence Services | 295,166,297 | 333,889,728 | 333,672,251 | 303,908,390 | 335,194,757 | 354,521,662 |
| Behavioral Health Services | 353,033,850 | 419,717,521 | 421,852,321 | 364,627,453 | 405,914,153 | 401,428,787 |
| Child Welfare Services | 244,031,357 | 265,041,881 | 262,178,866 | 239,131,854 | 263,321,003 | 264,012,969 |
| Public Health Services | 80,501,132 | 97,637,740 | 107,788,704 | 98,129,974 | 102,193,095 | 102,073,853 |
| Public Administrator / Public Guardian | 4,253,956 | 4,430,992 | 4,430,992 | 4,397,273 | 4,472,416 | 4,500,728 |
| Administrative Support | 60,305,410 | 90,789,360 | 97,473,152 | 52,411,778 | 93,525,329 | 77,044,801 |
| Tobacco Settlement Funds | 24,200,000 | 27,500,000 | 27,500,000 | 24,200,000 | 27,500,000 | 27,500,000 |
| Total | $1,688,148,272 | $1,860,884,880 | $1,878,442,277 | $1,694,055,124 | $1,856,421,567 | $1,855,955,994 |

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# Regional Operations

## Department Description

*The hallmark of the Health and Human Services Agency is its commitment to a service delivery system that is regionalized and accessible, community-based and customer-oriented. Organized into six geographic service regions, the Agency's service delivery system uses a public-private partnership model to meet the needs of families and individuals in San Diego County. All services in a region are led by a Regional General Manager who ensures services address local community needs and programs are delivered in a cost effective and outcome-driven fashion. As outlined in Appendix D, core regional operations include: Public Health Services, Family Resource Centers/Public Assistance Payments and Child Welfare Services.*

## Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services.

## 2009-10 Accomplishments – All Regions

### Strategic Initiative – Kids

- Provided prevention and early intervention services to maximize the health and well-being of at-risk children.
  - Ensured that 98% (391 of 401) of pregnant women in Regional Public Health Nursing care received the recommended number of prenatal care visits from the start of first contact by a Public Health Nurse, above target of 96%.
  - Delivered age-appropriate vaccines at each visit to those that presented for immunizations services. Both objectives exceeded their respective targets due to increased awareness about the need to immunize during the H1N1 response. The general public was encouraged to go to a Public Health Center and while they were there, children had the opportunity to be brought up-to-date on their immunizations.
    - 99% (25,480 of 25,866) of children age 0-4 years, above target of 90%.
    - 97% (15,694 of 16,191) of children age 11-18 years, above target of 90%.
  - Enrolled a net gain of 5% (an additional 12,562; from 250,615 to 263,177) of eligible children in Medi-Cal and Healthy Families programs, above target of 1%.

- Provided protection, permanency and stability to children who are at risk and have been abused and neglected.
  - Increased by 19.1% (from 1,725 to 2,055) family engagement by use of Team Decision Making (TDM) meetings held countywide, allowing more family and community participation in making best decisions for children who are in, or at risk of entering, foster care; above target of 5% increase.
  - Completed 76.3% (1,337 of 1,752) of Structured Decision Making (SDM) assessments on family strengths and needs for new child welfare cases to help identify the most appropriate services for each family, below the target of 78%.
  - Ensured that 81.9% (1,553 of 1,896) of children who were in foster care less than 12 months had fewer than three placements during that period, above target of 80%.

### Strategic Initiative – Safe and Livable Communities

- Provided outreach and links to services to help at-risk children, families and vulnerable adults lead safe and healthy lives, and become self-sufficient.
  - Enrolled 23,913 (from 90,408 to 114,321) eligible children and seniors in the Supplemental Nutrition Assistance Program (SNAP, also known as Food Stamps). This is year one of a three-year goal to enroll 50,000 participants.

## 2010-12 Objectives – All Regions

### Strategic Initiative - Kids

- Provide prevention and early intervention services to maximize the health and well-being of at-risk children.

- Ensure that 96% (432 of 450) of pregnant women in Regional Public Health Nursing care receive the recommended number of prenatal care visits from the start of first contact by a Public Health Nurse.
- Deliver age-appropriate vaccines at each visit to those who present for immunizations services.
  - 93% (13,950 of 15,000) of children age 0-4 years.
  - 93% (11,160 of 12,000) of children and adolescents age 11-18 years.
- Ensure a net enrollment gain of 1% (an additional 2,632; from 263,177 to 265,809) of eligible children in Medi-Cal and Healthy Families programs.

- Provide protection, permanency and stability to children who are at risk and have been abused and neglected.
  - Increase the number of Team Decision Making (TDM) meetings held by 5% (from 2,055 to 2,157) to allow more family and community participation in making best decisions for children who are in, or at risk of entering, foster care.
  - Complete a Structured Decision Making (SDM) assessment on family strengths and needs for 81% (2,794 of 3,450) of new child welfare cases countywide to help identify the most appropriate services for each family.
  - Ensure that 81% (1,577 of 1,947) of all children in foster care for 8 days or more, but less than 12 months, have fewer than three placements during that period.

### Strategic Initiative – Safe and Livable Communities

- Provide outreach and links to services to help at-risk children, families and vulnerable adults lead safe and healthy lives, and become self-sufficient.
  - Enroll 20,000 (114,321 to 134,321) eligible children and seniors in the Supplemental Nutrition Assistance Program (SNAP, also known as Food Stamps). This is year two of a three-year goal to enroll 50,000 participants.

## Central Region

The Central Region encompasses San Diego city's urban core consisting of 48 communities with diverse cultures and populations. The Agency staff from the Central Region oversees several countywide programs and initiatives. For instance, Central Region co-leads the implementation of the Healthcare Safety Net, manages the Community Action Partnership (CAP), the Office of Violence Prevention (OVP) and the Earned Income Tax Credit (EITC) service. CAP is a countywide program committed to improving the lives of economically disadvantaged families and individuals. OVP is a countywide program dedicated to protecting children and families from dangerous conditions through domestic violence prevention and intervention. EITC services are administered through Family Self-Sufficiency contractors and are designed to lift low-income working families and individuals out of poverty.

### 2009-10 Accomplishments

#### Strategic Initiative – Kids

- Answered 97% (13,628 of 13,984) of annual Domestic Violence Hotline calls countywide within 60 seconds or less.

#### Strategic Initiative – Safe and Livable Communities

- Secured stable employment for 91% (225 of 248) of Welfare to Work participants exiting cash assistance each month countywide as indicated by remaining off aid for six months.
- Increased by 32% (from 396 to 524) the number of CalWORKs families accessing EITC services at tax assistance sites countywide.

### 2010-12 Objectives

#### Strategic Initiative – Safe and Livable Communities

- Develop a community engagement plan in partnership with Building Healthy Communities to improve access and pathways to prevention, treatment and care services for City Heights residents, a community in the City of San Diego.
- Expand the existing Thrive San Diego partnerships to assist more families out of poverty by expanding the countywide EITC public-private coalition.
  - Develop and implement expansion plan, including specific goals and activities, for 2011 tax season.

## East Region

The East Region is a mixture of urban, suburban and rural communities, including several Native American reservations located in the rural areas. The region's eastern border is the Imperial County line. East Region administers the Nurse Family Partnership (NFP), an evidence-based program helping first-time, low-income mothers in the East Region succeed; and Neighborhoods for Kids, an initiative that strives to keep abused and neglected children in safe, familiar environments and in their same schools.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Issued 100% (36,426) of Child Care payments to CalWORKs and other low-income families countywide within 10 days of receipt of claim, above target of 99%.
- Ensured that 63.5% (207 of 326) of East Region children coming into protective custody were placed with a relative or family friend, promoting the Neighborhood for Kids goal of keeping children in familiar environments, below target of 65%.
- Ensured that 98% (114 of 116) of NFP graduates' children were fully immunized at 24 months of age, above target of 96%.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Achieve the Neighborhood for Kids' goal of keeping children in a familiar environment.
  - Place 65% (177 of 272) of children coming into protective custody with a relative or family friend.
  - Place 65% (44 of 67) of children coming into protective custody in a home where they can remain in the same school.
- Improve health outcomes for vulnerable children in the East Region through the NFP program.
  - Fully immunize 98% (96 of 98) of NFP graduates' children by 24 months of age.
  - Ensure that 90% (361 of 401) of NFP participants initiate breast feeding, which is shown to improve health outcomes related to infant mortality, morbidity and childhood obesity.

# North Central Region

The North Central Region is located within the City of San Diego and is comprised of 38 diverse communities including Miramar Air Base and other military communities. With a large military population, Agency staff from the North Central Region support the unique needs of military families through the Agency's "Military Initiative." Effective Fiscal Year 2010-11, the customer service center for public assistance programs, referred to as ACCESS, will be reported under Strategic Planning and Operational Support (SPOS).

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Established ACCESS performance baselines in the areas of customer satisfaction, first call resolution, and timely access to public assistance service.
- Updated a strategic plan to address the unique needs of military families through the Veterans/Family Regional Forum of San Diego County and collaboration with Healthy Start Military Family Cluster, providing 125 Public Health Nursing home visits and assessments for 107 at-risk families.

### Required Discipline – Continuous Improvement

- Piloted a Public Health Nurse (PHN) teleworking project and identified performance measures related to client visit and staff efficiency in traveling to clients (such as mileage) in North Central Region. Pilot results to date include avoidance of 350 miles by the three PHNs participating in the project resulting in an increase of 10 hours for client contacts, $175 saved in mileage costs and $583 saved in staff productivity. Numbers not representative of full fiscal year due to H1N1 event.

## 2010-12 Objectives

### Strategic Initiative – Safe and Livable Communities

- Maintain wait times of 30 days or less for County Medical Services eligibility appointments to ensure timely services to eligible clients.
- Co-lead for HHSA a minimum of three Community Action Plans for the Communities Putting Prevention to Work initiative, a Centers for Disease Control and Prevention American Recovery and Reinvestment Act of 2009 (ARRA) grant.

# North Coastal Region

The North Coastal Region consists of six cities, Camp Pendleton and more than a dozen communities. The region's northern border is the Orange County line. In addition to providing core regional services, Agency staff from the North Coastal Region facilitates HealthLink North County and North County Cares. HealthLink North County is a school health-focused, public-private partnership to improve health and education outcomes for North County's school children. North County Cares is a collaboration of the Agency, community partners, resources families, and child welfare services working together to improve outcomes for North County children.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Identified and evaluated applicable Agency services at each of the five HealthLink North County school-based collaborative forums for health professionals in order to enrich the health and wellness of school age children.
  - 49% increase (from 6,663 to 9,917) in the number of SNAP applications in the North Coastal Region.
  - 16,632 H1N1 vaccines administered in the North Coastal Region Public Health Centers.

### Required Discipline – Continuous Improvement

- Delayed implementation of the PHN teleworking project due to redeployment of PHN staff due to H1N1 event. Identified performance measures related to client visit and staff efficiency in traveling to clients (such as mileage) in North Coastal Region. Pilot results to date include avoidance of 266 miles by the two PHNs participating in the project, resulting in an increase of 7.6 hours for client contacts, $133 saved in mileage costs, and $442 saved in increased productivity.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Increase by 5% (from 322 to 354) the number of military families served in North Coastal Region by extending the Military Strategic Plan used in the North Central Region in order to build effective community relationships for the safety and protection of children and military families.
- In collaboration with North County Cares, ensure that at least 68% (91 of 134) North Coastal Region children in protective custody are placed with relatives or family friends.

# North Inland Region

The North Inland Region includes four cities, remote desert communities, historic mountain towns, rural homes and farms, and numerous Indian reservations. The region's eastern border is the Imperial County line. In addition to providing core regional services, North Inland Region facilitates the Rural Health Network and North County Cares. The Rural Health Network is a forum that brings together government and community service providers to collaborate and leverage health resources for rural San Diego County communities. North County Cares is a collaboration of the Agency, community partners, resources families, and child welfare services working together to improve outcomes for North County children.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Identified and evaluated applicable Agency services at each of the Rural Health Network collaborative forums in order to enrich the health and wellness of rural communities.
  - 22% increase (from 8,250 to 10,035) in the number of SNAP applications in North Inland Region.
  - 13,007 H1N1 vaccines administered in North Inland Public Health Centers.

### Required Discipline – Continuous Improvement

- Piloted a PHN teleworking project and identified performance measures related to client visit and staff efficiency in traveling to clients (such as mileage) in North Inland Region. Pilot results to date include avoidance of 832 miles by the three PHNs participating in the project, resulting in an increase of 23.8 hours for client contacts, $416 saved in mileage costs, and $1,386 saved in increased productivity. Numbers not representative of full fiscal year due to H1N1 event.

## 2010-12 Objectives

### Strategic Initiative - Kids

- In collaboration with North County Cares, ensure that at least 53% (89 of 170) of North Inland Region children in protective custody are placed with relatives or family friends.

### Required Discipline – Customer Satisfaction

- Increase by 10% (from 96 to 106) the number of clients served through video interviewing for public assistance programs in rural communities through partnerships such as the Rural Health Network.

# South Region

The South Region has four cities and seven communities and is bordered in the south by Mexico. Agency staff from the South Region provide regional services, lead the Healthy Eating Active Communities (HEAC) project, and manage the South Region Nurse Family Partnership Program (NFP), and the Families as Partners (FAP). HEAC aims to prevent childhood obesity and ensure healthy adulthood by reducing health risks associated with obesity. NFP is an evidence-based program that helps first-time,

high-risk, low-income mothers. FAP is a public-private partnership that will provide a community safety net for South Region's children and youth who are at risk of entering foster care or who are currently in the system.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Ensured 99% (94 of 95) of NFP clients in South Region initiated breast feeding which is shown to improve health outcomes related to infant mortality, morbidity and childhood obesity, above target of 90%.
- Developed and implemented a sustainability plan for the HEAC project which included the following strategies:
  - Built community health workers' capacity to educate community residents about the link between the environment and health.
  - Share lessons learned from the HEAC initiative with The California Endowment's new effort in Central Region, Building Healthy Communities.
  - Identified strategies aligned with ARRA Communities Putting Prevention to Work grant.
  - Developed a curriculum for youth that incorporates environmental strategies to prevent obesity and implement in their Youth Mentorship Program.
- Established the FAP program to provide a coordinated and multi-disciplinary care system to 78 children and youth at risk of entering or who are currently in foster care.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Ensure that 45% (32 of 72) of NFP mothers continue to breastfeed their infant at 6 months of age, which is shown to improve health outcomes related to infant mortality, morbidity and childhood obesity.
- Increase by 10% (from 67 to 74) the number of FAP children who are diverted to prevention services. FAP uses a collaborative and multi-disciplinary approach to avoid the removal of children from their homes.

## Related Links

For detailed information about the health and characteristics of the people living in each Region, go to http://www.sdhealthstatistics.com/.

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web site at http://www.sdcounty.ca.gov/hhsa/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Expectant mothers visited by Public Health Nurses through delivery that complete recommended number of prenatal care visits | 98% of 502 | 96% of 450 | 98% of 401 | 96% of 450 | 96% of 450 |
| Children age 0-4 years receive age-appropriate vaccines[1, 2] | N/A | N/A | 99% of 25,866 | 93% of 15,000 | 95% of 15,000 |
| Children age 11-18 years receive age-appropriate vaccines[1, 2] | N/A | N/A | 97% of 16,191 | 93% of 12,000 | 95% of 12,000 |
| Children enrolled in Medi-Cal and Healthy Families health care coverage | 7.5%[3] (enrolled 17,578 for a total of 250,615) | 1% (enroll 2,506 for a total of 253,121) | 5% (enrolled 12,562 for a total of 263,177) | 1% (enroll 2,632 for a total of 265,809) | 1% (enroll 2,658 for a total of 268,467) |
| Increase in TDM meetings held countywide | 1,725 | 5% (from 1,725 to 1,811) | 19.1% (from 1,725 to 2,055) | 5% (from 2,055 to 2,157) | 5% (from 2,157 to 2,264) |
| Completion of SDM assessments on new child welfare cases | 76% of 1,869 | 78% of 1,800 | 76.3% of 1,752 | 81% of 3,450[4] | 81% of 3,450 |
| Children in foster care for less than 12 months have fewer than 3 placements during that period | 80% of 2,091 | 80% of 2,300 | 81.9% of 1,896 | 81% of 1,947 | 81% of 1,947 |
| Eligible children and seniors enrolled in SNAP | 90,408 | 20,000 (from 90,408 to 110,408) | 23,913 (from 90,408 to 114,321) | 20,000 (from 114,321 to 134,321) | 6,087 (from 134,321 to 140,408) |
| Children age 0-18 years receive age-appropriate vaccines[5] | N/A | 90% of 15,000 | 98% of 42,057[5] | N/A | N/A |

*Table Notes*

[1] Effective Fiscal Year 2010-11, the measure about Children age 0-18 years receive age-appropriate vaccines has been replaced by the two measures about Children age 0-4 years receive age-appropriate vaccines and Children 11-18 years receive age-appropriate vaccines to better reflect immunization policy and standards.

[2] In Fiscal Year 2009-10, the total number of children seen in the Public Health Centers (PHC) was higher than expected as a by-product of the Agency's response to the H1N1 epidemic. The public was instructed to go to their local PHC to receive the H1N1 immunization. When children were vaccinated, they also had the opportunity to receive any childhood vaccines that were recommended for their age.

[3] In Fiscal Year 2008-09, this measure exceeded its target of 1% due to collaboration with community partners and in response to the economic downturn. Of the total, 69% (173,235) were enrolled in Medi-Cal and 31% (77,370) were enrolled in Healthy Families.

[4] Effective Fiscal Year 2010-11, the baseline for this measure has been changed to count completed initial family services needs assessments (FSNAs) for cases opened during the month. Previously, the measure counted the completed initial FSNAs for investigated referrals started during the month.

[5] This measure reflects the total of two measures – children ages 0-4 years and children ages 11-18 years.

## Budget Changes and Operational Impact: 2009-10 to 2010-11 – All Regions

### Staffing

Net decrease of 176.00 staff years; includes transfers between divisions.

- Decrease of 200.00 staff years in employment and child care programs due to the outsourcing of these services, and the return of the Child Care Stages II and III and the Alternative Payment programs to the State in January 2010.
- Decrease of 23.00 staff years in child welfare services associated with State cuts and the decline in the economy.
- Decrease of 1.00 staff year in Regional Administration to mitigate loss of revenue.
- Transfer out 5.00 staff years to Public Health Services to provide support and services associated with the Communities Putting Prevention to Work Initiative.
- Transfer out 2.00 staff years from Community Action Partnership of which 1.00 went to Administrative Support and 1.00 went to SPOS.
- Net increase of 53.00 staff years in the Family Resource Centers to provide eligibility services to support client services because of increased caseloads in Medi-Cal, SNAP and CalWORKs.
  - 27.00 staff years were reassigned to eligibility activities from the 200.00 staff years reduced in the employment and child care programs.
  - 28.00 staff years were transferred in from SPOS associated with the reorganization in the administration of eligibility services for the Hospital Outstation and Health Coverage Access programs, and the ACCESS Center. This will have no impact on services and consolidates administrative activities.
  - 2.00 staff years were transferred out to the Community Services Group to support purchasing and contracting activities for the Agency.
- Transfer in 2.00 staff years from Public Health Services associated with the transfer of administrative duties to Central Region for the Vaccines are Important for Preschoolers program. This will have no impact on services.

### Expenditures

Net decrease of $12.2 million.

- Salaries and Benefits — decrease of $6.8 million due to the reduction of 176.00 staff years, offset by negotiated wage and benefit increases.
- Services and Supplies — net decrease of $7.9 million.
  - Decrease of $2.9 million due to the elimination of employment and child care services in the regions.
  - Decrease of $2.7 million due to partial completion of one-time projects for the preservation and creation of jobs, to promote economic recovery, and to provide emergency food and housing to those most impacted by the recession. These appropriations had been funded by ARRA.
  - Decrease of $1.6 million associated with the transfer with SPOS in the administration of eligibility services for the Hospital Outstation and Health Coverage Access programs, and the ACCESS Center. This will have no impact on services.
  - Decrease of $0.5 million in domestic violence services due to the loss of revenue associated with the decline in the economy. This will eliminate the Teen Relationship Violence program, which serves approximately 300 teens annually, and the elimination of contracted staff that provided support to the Domestic Violence Review Team and other technical assistance.
  - Decrease of $0.2 million in the Family to Family program for child welfare services due to the loss of funding.
- Other Charges — net increase of $2.5 million.
  - Increase of $19.3 million in CalWORKs assistance payments due to caseload growth.
  - Decrease of $16.8 million in provider payments in Child Care Stages II and III and the Alternative Payment programs.

### Revenues

Net decrease of $12.2 million.

- Licenses, Permits & Franchise Fees – increase of $0.4 million in marriage license fees to support domestic violence services.
- Intergovernmental Revenue — net decrease of $15.3 million.
  - Increase of $18.9 million in CalWORKs State and federal revenue due to an increase in assistance payments.
  - Increase of $0.4 million in the Center for Disease Control ARRA grant to cover health promotion activities.
  - Decrease of $20.1 million in Child Care Stages II and III and the Alternative Payment Program revenue due to termination of contracts with the State.

- Decrease of $9.8 million due to the elimination of employment and Stage I child care in the regions. This revenue was added in SPOS for the contracted costs.
- Decrease of $2.7 million in ARRA grant funds due to the partial completion of one-time projects in prior year.
- Decrease of $1.3 million in Realignment revenue due to the decline in the economy.
- Decrease of $0.7 million in various revenues to align to historical actuals.

- Charges for Current Services — increase of $3.0 million in San Diego First Five Commission revenue to support the Early Childhood Child Welfare Project. This funding offsets loss of State revenue.
- Miscellaneous Revenues — decrease of $0.1 million to align to historical actuals.
- Use of Fund Balance — increase of $1.7 million to provide funding for the Juvenile Diversion program and 211 services. The 211 program provides information and referral services that assist customers in accessing health and social services, including homeless shelter bed referral and free tax preparation sites.
- General Purpose Revenue Allocation — decrease of $1.9 million due to a funding change of the Juvenile Diversion program and 211 services, and the reductions in domestic violence services.

## Budget Changes and Operational Impact: 2010-11 to 2011-12 – All Regions

Net increase of $0.3 million is the result of an increase of $4.8 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011. This increase is partially offset by a reduction of $4.5 million in Services and Supplies due to the elimination of one-time projects from prior year.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Regional Self Suffic Elig | | 1,059.00 | | | 1,081.00 | 1,081.00 |
| Regional Child Welfare Svcs | | 641.00 | | | 618.00 | 618.00 |
| Central Region | | 226.00 | | | 157.00 | 157.00 |
| East Region | | 191.50 | | | 93.50 | 93.50 |
| North Central Region | | 89.00 | | | 109.00 | 109.00 |
| North Coastal Region | | 84.00 | | | 63.00 | 63.00 |
| North Inland Region | | 68.00 | | | 65.00 | 65.00 |
| South Region | | 79.50 | | | 75.50 | 75.50 |
| Total | | 2,438.00 | | | 2,262.00 | 2,262.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Regional Self Suffic Elig | $ 76,262,309 | $ 73,828,045 | $ 73,837,923 | $ 72,863,094 | $ 331,552,068 | $ 333,956,081 |
| Regional Child Welfare Svcs | 54,961,906 | 55,533,544 | 56,987,930 | 52,896,901 | 55,502,534 | 56,991,526 |
| Central Region | 89,503,058 | 100,322,415 | 101,793,875 | 94,237,063 | 25,607,022 | 21,379,052 |
| East Region | 102,207,560 | 103,346,096 | 102,270,338 | 90,682,688 | 11,485,439 | 11,641,309 |
| North Central Region | 48,361,392 | 30,965,524 | 30,054,745 | 26,984,487 | 11,210,385 | 11,364,692 |
| North Coastal Region | 24,355,568 | 25,740,322 | 25,718,517 | 24,053,581 | 8,544,889 | 8,659,105 |
| North Inland Region | 29,369,569 | 30,243,191 | 30,208,943 | 31,108,751 | 7,914,093 | 8,023,102 |
| South Region | 52,948,771 | 55,085,925 | 55,198,995 | 54,006,352 | 11,072,436 | 11,193,466 |
| Total | $ 477,970,133 | $ 475,065,062 | $ 476,071,266 | $ 446,832,917 | $ 462,888,866 | $ 463,208,333 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 197,921,605 | $ 182,367,959 | $ 182,367,227 | $ 173,170,647 | $ 175,537,747 | $ 180,351,489 |
| Services & Supplies | 37,017,368 | 42,109,146 | 43,116,082 | 37,107,696 | 34,257,266 | 29,762,991 |
| Other Charges | 243,038,324 | 250,587,957 | 250,587,957 | 236,554,574 | 253,093,853 | 253,093,853 |
| Expenditure Transfer & Reimbursements | (7,163) | — | — | — | — | — |
| Total | $ 477,970,133 | $ 475,065,062 | $ 476,071,266 | $ 446,832,917 | $ 462,888,866 | $ 463,208,333 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Licenses Permits & Franchises | $ 871,607 | $ 824,783 | $ 824,783 | $ 872,153 | $ 1,254,000 | $ 1,333,383 |
| Fines, Forfeitures & Penalties | 40,000 | 50,000 | 50,000 | 35,665 | 50,000 | 50,000 |
| Revenue From Use of Money & Property | 303,528 | 311,113 | 311,113 | 290,442 | 311,113 | 311,113 |
| Intergovernmental Revenue | 396,334,827 | 450,065,858 | 447,042,014 | 374,513,356 | 434,765,577 | 431,934,827 |
| Charges For Current Services | 1,825,181 | 1,874,145 | 4,874,145 | 1,609,524 | 4,874,145 | 4,874,145 |
| Miscellaneous Revenues | 310,796 | 1,444,176 | 1,444,176 | 236,343 | 1,382,758 | 1,382,758 |
| Reserve/Designation Decreases | — | — | — | — | — | 4,770,834 |
| Use of Fund Balance | 51,870,172 | — | 1,030,048 | 48,780,447 | 1,700,000 | — |
| General Purpose Revenue Allocation | 26,414,023 | 20,494,987 | 20,494,987 | 20,494,987 | 18,551,273 | 18,551,273 |
| Total | $ 477,970,133 | $ 475,065,062 | $ 476,071,266 | $ 446,832,917 | $ 462,888,866 | $ 463,208,333 |

# Strategic Planning and Operational Support

## Department Description

*Strategic Planning and Operational Support (SPOS) provides a wide range of planning, policy, operational and administrative support to Agency regions and programs. SPOS promotes access to health care, advances individual self-sufficiency through public assistance programs and safeguards program integrity by partnering with regional operations, the State and the District Attorney. Through strategic planning and process management, SPOS enhances overall Agency performance in order to achieve shared community outcomes. The Commission on Children, Youth and Families, an advisory body to help strengthen children and families, is staffed by SPOS. Effective Fiscal Year 2010-11, Health Coverage Access operations, which includes County Medical Services (CMS) for indigent adults, and Hospital Outstation Services, will be reported under North Central Region.*

## Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- CalWORKs Welfare to Work participation rate decreased from 31% to 25% (from 523 to 423 of 1687 sampled cases), not meeting target of 5% increase, due to the economic downturn and increased competition for jobs.

### Strategic Initiative – Safe and Livable Communities

- Ensured 96% (154 of 160) of indigent adults who completed the Supplemental Security Income (SSI) application process through the Advocacy Program obtained SSI, meeting target of 96%.
- Increased the number of medical specialty care providers for indigent clients by 26% (from 193 to 244 exceeding the target of a 10% increase. This increase is attributed to the automation of the treatment request authorization process.
- Ensured 79% (781 of 986) of indigent adults enrolled in diabetes case management met the standard of care by receiving a blood test semi-annually, below target of 85%.

### Required Discipline – Customer Satisfaction

- Implemented ACCESS, a new customer service center that serves over 100,000 public assistance (CalWORKs, Food Stamps or Medi-Cal) customer contacts per month, anticipated receiving 50,000 contacts per month.
  - Implemented self-service feature that enables customers to access information regarding their CalWORKs, Food Stamps or Medi-Cal case 24 hours a day, seven days a week.

### Required Discipline – Accountability/Transparency

- Responded to 87% (9,484 of 10,898) of urgent help desk calls from Agency staff related to the public assistance eligibility computer system within 48 hours, below target of 95%. Prompt responses assist staff in providing timely and accurate benefit issuance to clients.

### Required Discipline – Continuous Improvement

- Completed five Agency-level continuous improvement projects to help the Agency mitigate risks and advance strategic priorities, above the target of four. Projects addressed public assistance eligibility processes, temporary emergency shelter for children at risk, and coordination between two 24-hour facilities.
- Initiated Project Management "boot camp" in August 2009 with Agency Human Resources to improve business process reengineering skills among agency staff.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Provide links to services to help eligible families with children become self-sufficient.

- 99% (6,930 of 7,000) of child care payments are issued within 10 calendar days of receipt of complete and accurate attendance sheet.
- 30% (11,250 of 37,500) of active welfare to work participants have paid employment.
- 45% (13,500 of 30,000) of active welfare to work participants are fully participating in State approved work activities.

### Strategic Initiative – Safe and Livable Communities

- Ensure 90% (135 of 150) of indigent adults who complete the SSI application process through the Advocacy Program obtain SSI in order to promote self-sufficiency.
- Improve access to care for medically indigent clients by increasing number of medical specialty care providers willing to serve indigent clients by 10% (from 244 to 268).
- Ensure 85% (680 of 800) of indigent adults enrolled in diabetes case management meet the standard of care by receiving a blood test semi-annually.

### Required Discipline – Customer Satisfaction

- Respond to 95% (16,150 of 17,000) of urgent help desk calls from Agency staff related to the public assistance eligibility computer system within 48 hours to assist staff in providing timely and accurate benefit issuance to clients.

### Required Discipline – Accountability/Transparency

- Establish a baseline for the number of program integrity reviews conducted in the In-Home Supportive Services program to ensure services are being accurately requested and authorized.

### Required Discipline – Continuous Improvement

- Complete four Agency-level continuous improvement projects to help the Agency mitigate risks and advance strategic priorities.

## Related Links

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web site at http://www.sdcounty.ca.gov/hhsa.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Child care payments issued within 10 days[1] | N/A | N/A | N/A | 99% of 7,000 | 99% of 7,000 |
| Welfare to work participants have paid employment[1, 2] | N/A | N/A | N/A | 30% of 37,500 | 30% of 37,500 |
| Welfare to work participants participating in work activities[1, 2] | N/A | N/A | N/A | 45% of 30,000 | 45% of 30,000 |
| SSI applicants who complete the application process through the SSI Advocacy program and obtain SSI | 93% of 129 | 96% of 150[3] | 96% of 160 | 90% of 150 | 90% of 150 |
| Increase in medical specialty care doctors for indigent clients | N/A | 10% (from 193 to 212) | 26%[4] (from 193 to 244) | 10% (from 244 to 268) | 10% (from 268 to 294) |
| Indigent adult diabetics enrolled in diabetes case management that receive blood tests | 94% of 462 | 85% of 800 | 79%[5] of 986 | 85% of 800 | 85% of 800 |
| Urgent help desk calls responded to within 48 hours | 96% of 16,383 | 95% of 17,000 | 87% of 10,898 | 95% of 17,000 | 95% of 17,000 |
| Agency-level continuous improvement projects | 4 | 4 | 5 | 4 | 4 |
| CalWORKs recipient work participation rate increase[6] | -7% (from 38% to 31%) | 5% (from 31% to 36%) | -6%[7] (from 31% to 25%) | N/A | N/A |

*Table Notes*

[1] Effective Fiscal Year 2010-11, these measures have been included to better reflect strategic priorities.

[2] The Welfare to Work program includes participants who have attained paid employment. The program also assists individuals who are engaged in State approved work activities which support their efforts to gain self-sufficiency.

[3] Effective Fiscal Year 2009-10, this measure was modified to include County Medical Services clients in addition to General Relief and Cash Assistance Program for Immigrant clients.

[4] This measure exceeded its target of 10% which is attributed to the automation of the treatment request authorization process resulting in more interest in becoming a provider.

[5] This measure did not meet its target of 85%. Program staff will work with contract providers on mitigations such as increased patient compliance in order to meet target. Of the 986 patients that have been enrolled for at least 12 months, 80% (542 of 671) of Coverage Initiative patients and 75% (239 of 315) of County Medical Services patients received a blood test semi-annually.

[6] Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan but will continue to be monitored internally. The two new measures on “welfare to work participants” replace this measure.

[7] This measure did not meet its target of a 5% increase (from 31% (558) to 36% (648) of 1,800 sampled cases) due to the economic downturn and increased competition for jobs.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Net decrease of 21.00 staff years.

- Transfer in 7.00 staff years from Administrative Support to the ACCESS Center to support client services associated with increased caseloads.
- Transfer in 1.00 staff year from Regional Operation's Community Action Partnership program to coordinate the Refugee Employment Services Program.
- Transfer out 28.00 staff years to Regional Operations associated with the reorganization in the administration of eligibility services for the Hospital Outstation and Health Coverage Access programs, and the ACCESS Center. This will have no impact on services.
- Transfer out 1.00 staff year to Child Welfare Services to support foster care services.

### Expenditures

Net increase of $14.6 million.

- Salaries and Benefits — decrease of $0.9 million due to the reduction of 21.00 staff years, partially offset by negotiated wage and benefit increases.
- Services and Supplies — net increase of $15.5 million.
  - Increase of $10.6 million for the employment and child care contracts.
  - Increase of $2.7 million due to increased costs in County Medical Services.
  - Increase of $2.5 million associated with the move of the ACCESS Center from Regional Operations.
  - Increase of $0.4 million associated with In-Home Support Services (IHSS) fraud prevention initiatives.
  - Increase of $0.2 million for GIS software funded by a Homeland Security grant.
  - Decrease of $0.5 million in CalWIN to align to current allocation.
  - Decrease of $0.4 million associated with the move of Health Coverage Access and Hospital Outstation to Regional Operations.

### Revenues

Net increase of $14.6 million.

- Intergovernmental Revenue — net increase of $10.1 million.
  - Increase of $10.8 million of Social Services revenue to cover the administration of employment and child care contracts.
  - Increase of $3.0 million of Social Services revenue for the ACCESS Center offset by a reduction due to the transfer of Hospital Outstation to Regional Operations.
  - Increase of $1.3 million in American Recovery and Reinvestment Act of 2009 (ARRA) funds for Coverage Initiative.
  - Increase of $1.1 million in State funding for IHSS fraud prevention initiatives.
  - Increase of $0.2 million in Homeland Security Grant funding for GIS software.
  - Decrease of $4.2 million in Realignment revenue due to the decline in the economy and the transfer of the Health Coverage Access program to Regional Operations.
  - Decrease of $2.1 million in Community Heath Improvement Partners revenue in Health Care Policy Administration due to the elimination of State funding.
- Charges for Current Services — net increase of $5.1 million.
  - Increase of $5.0 million in Third Party reimbursements in CMS.
  - Increase of $0.1 million in collection of child abuse fees for the Commission on Youth and Families.
- Miscellaneous Revenues — decrease of $0.6 million to align to historical actuals.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net increase of $0.25 million is the result of an increase of $0.3 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011, partially offset by a reduction of $0.1 million in Services and Supplies due to the elimination of one-time projects from prior year.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Administration | | 78.00 | | | 79.00 | 79.00 |
| Health Care Administration | | 35.00 | | | 36.00 | 36.00 |
| Self Sufficiency Services and Support | | 108.00 | | | 85.00 | 85.00 |
| Total | | 221.00 | | | 200.00 | 200.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Administration | $ 26,193,470 | $ 26,058,093 | $ 26,462,627 | $ 24,891,172 | $ 25,933,008 | $ 26,056,172 |
| Health Care Administration | 96,868,548 | 95,747,432 | 95,937,900 | 104,165,994 | 98,723,293 | 98,735,512 |
| Child Care Planning Council | 1,065,420 | 1,113,810 | 1,129,187 | 1,076,384 | 1,113,810 | 1,113,810 |
| Self Sufficiency Services and Support | 24,558,698 | 23,893,261 | 23,945,011 | 30,281,937 | 35,641,837 | 35,759,367 |
| Total | $ 148,686,136 | $ 146,812,596 | $ 147,474,725 | $ 160,415,486 | $ 161,411,948 | $ 161,664,861 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 19,216,085 | $ 18,181,205 | $ 18,181,205 | $ 18,294,149 | $ 17,250,921 | $ 17,595,345 |
| Services & Supplies | 129,513,923 | 128,631,391 | 129,286,085 | 141,903,572 | 144,161,027 | 144,069,516 |
| Other Charges | (43,873) | — | — | 210,331 | — | — |
| Capital Assets Equipment | — | — | 7,435 | 7,435 | — | — |
| Total | $ 148,686,136 | $ 146,812,596 | $ 147,474,725 | $ 160,415,486 | $ 161,411,948 | $ 161,664,861 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Fines, Forfeitures & Penalties | $ 3,117,884 | $ 3,349,216 | $ 3,349,216 | $ 3,308,072 | $ 3,349,216 | $ 3,349,216 |
| Intergovernmental Revenue | 122,835,848 | 106,911,954 | 107,061,954 | 132,806,759 | 117,043,172 | 116,857,152 |
| Charges For Current Services | 11,635,373 | 6,909,077 | 6,909,077 | 14,597,102 | 11,960,573 | 11,959,918 |
| Miscellaneous Revenues | 2,588,331 | 1,042,349 | 1,042,349 | 1,090,789 | 458,987 | 458,987 |
| Other Financing Sources | 17,600,000 | 17,600,000 | 17,600,000 | 17,600,000 | 17,600,000 | 17,600,000 |
| Reserve/Designation Decreases | — | — | — | — | — | 439,588 |
| Use of Fund Balance | (20,091,300) | — | 512,129 | (19,987,235) | — | — |
| General Purpose Revenue Allocation | 11,000,000 | 11,000,000 | 11,000,000 | 11,000,000 | 11,000,000 | 11,000,000 |
| Total | $ 148,686,136 | $ 146,812,596 | $ 147,474,725 | $ 160,415,486 | $ 161,411,948 | $ 161,664,861 |

# Aging & Independence Services

## Department Description

*Aging & Independence Services (AIS) is committed to improving the lives of seniors and adults with disabilities in San Diego County. AIS provides programs and services including protection and advocacy, health independence, information and assistance, home and community-based services and enrichment programs. This division serves seniors, disabled adults, and abused, elderly and dependent adults, as well as others requiring home-based care to prevent institutionalization.*

## Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services.

## 2009-10 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- Conducted 95% (6,033 of 6,319) of face-to-face contacts within 10 days of receiving Adult Protective Services (APS) referral, meeting target.
- Ensured 93% (5,877 of 6,319) of APS cases were not re-referred within six months of case closing, above target of 91%.
- Updated and documented 98% (19,420 of 19,914) of annual In-Home Supportive Services (IHSS) reassessments by the recertification due date, exceeding target. Timely completion of reassessments ensures IHSS clients receive the appropriate level of care to remain safely in their own home.
- Notified 97% (5,659 of 5,817) of customers assisted by Veteran's Services of the result of their college tuition waiver application within 14 days, above target of 90%.

### Required Discipline – Accountability/Transparency

- Ensured 100% (933) of sampled IHSS cases reviewed were in compliance with the State mandated IHSS quality assurance program and the assessed service hours were correctly calculated and authorized, above target of 95%.

### Required Discipline – Information Technology

- Implemented preparedness activities for the new IHSS statewide computer system, Case Management Information and Payrolling System (CMIPS) II, which will allow better management of recipient and provider data as cases migrate from paper to electronic files.

## 2010-12 Objectives

### Strategic Initiative – Safe and Livable Communities

- Protect adults age 65 and older and dependent adults age 18 and older, from abuse, neglect and exploitation.
  - Maintain a 95% (7,125 of 7,500) performance rate for conducting face-to-face contacts within 10 days of receiving APS referral.
  - Ensure 91% (6,825 of 7,500) of APS cases are not re-referred within six months of case closing.
- Update and document 96% (15,840 of 16,500) of annual IHSS reassessments by the recertification due date. Timely completion of reassessments ensures IHSS clients receive the appropriate level of care to remain safely in their own home.
- Notify 95% (4,600 of 5,000) of customers assisted by Veteran's Services of the result of their college tuition waiver application within 14 days.
- Maintain an average monthly caseload of 95% (587 of 618) for the Multipurpose Senior Services Program (MSSP) case management program. Clients eligible for Medi-Cal are served by MSSP to avoid, delay or remedy their inappropriate placement in nursing facilities while fostering independent living in the community. Maintaining the required active client caseload ensures the greatest number of clients age 65 and older are served.
- Achieve a 4% increase (from 2,207 to 2,295) in the number of older adults linked with Retired Senior Volunteer Program (RSVP) and intergenerational

volunteer opportunities. Research has shown that volunteering provides individual health benefits in addition to social benefits.

### Required Discipline – Information Technology

- Implement the new IHSS statewide case management computer system, CMIPS II, which will allow better management of recipient and provider data as cases migrate from paper to electronic files.

## Related Links

A resource guide for seniors, adults with disabilities and professionals is available through Network of Care at http://sandiego.networkofcare.org/.

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web site at http://www.sdcounty.ca.gov/hhsa/.

For additional information on the programs offered by Aging & Independence Services, refer to the Web site at http://www.sdcounty.ca.gov/hhsa/programs/ais.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Face-to-face APS investigations within 10 days | 96% of 6,815 | 95% of 7,500 | 95% of 6,319 | 95% of 7,500 | 95% of 7,500 |
| APS cases not re-referred within 6 months of closing | 93% of 6,815 | 91% of 7,500 | 93% of 6,319 | 91% of 7,500 | 91% of 7,500 |
| IHSS reassessments are updated/documented by recertification due date | N/A | 96% of 16,500 | 98% of 19,914 | 96% of 16,500 | 96% of 16,500 |
| Notification response rate within 14 days for customers applying for the college fee waiver | 99%[1] of 5,325 | 90% of 5,000 | 97% of 5,817 | 95% of 5,000 | 95% of 5,000 |
| Average monthly number of MSSP case management slots filled[2] | N/A | N/A | N/A | 95% of 618 | 95% of 618 |
| Increase in number of older adults linked with RSVP and Intergenerational volunteer opportunities[3] | N/A | N/A | N/A | 4% (from 2,207 to 2,295) | 4% (from 2,207 to 2,295) |
| Cases in compliance with IHSS quality assurance program[4] | 99% of 281 | 95% of 650 | 100% of 933 | N/A | N/A |

*Table Notes*

[1] In Fiscal Year 2008-09, this measure exceeded its target of 80% due to the automation of the application process and an increase in volunteer workforce.

[2] New measure effective Fiscal Year 2010-11, to better reflect State mandated requirements for the MSSP program. Maintaining the required active client caseload ensures that the greatest number of clients 65 and older are served.

[3] New measure effective Fiscal Year 2010-11, to better reflect priorites for the RSVP and Intergenerational programs. Increasing the number of older adults linked with volunteer opportunities will allow for residents to continue to stay active and contribute to the community.

[4] Effective Fiscal Year 2010-11, this measure was removed as the IHSS program consistently achieved 99% compliance for State quality assurance standards on audited cases for over two years. The IHSS program will continue to audit sampled cases to ensure compliance with State standards; however, it will no longer be included in the Operational Plan.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 3.00 staff years.

- Decrease of 2.00 staff years from the Mental Health Senior Team program resulting in a reduction of mental health crisis intervention and short-term case management services for approximately 30-40 of the over 100 older adult clients per month.
- Decrease of 1.00 staff year from Case Management/ Linkages unit due to cuts in State funding which will reduce the level of support to this program.

### Expenditures

Net increase of $1.3 million.

- Salaries and Benefits — increase of $0.1 million due to negotiated wage and benefit increases, partially offset by the reduction of 3.00 staff years.
- Services and Supplies — net increase of $1.4 million.
  - Net increase of $1.7 million in contracted services.
    - Increase of $3.2 million for IHSS Individual Provider (IP) payments. This increase is significantly less than anticipated due to a slowdown in caseload growth.
    - Decrease of $0.9 million due to the elimination of one-time prior year projects for senior nutrition, employment services, educational efforts and investigation of financial abuse for seniors and dependent adults funded by American Recovery and Reinvestment Act of 2009 and Indian Gaming revenues.
    - Decrease of $0.4 million primarily due to funding cuts in the Older Americans Act Programs which will affect 500 to1,000 clients by reducing services in various programs including nutrition, case management, homemaker, personal care services, information assistance, senior employment, caregiver and health insurance counseling and advocacy programs.
    - Decrease of $0.2 million due to State funding cuts which will affect 1,500 to 1,700 clients in the Linkages program, adult day care for Alzheimer's clients, nutrition supplements and the Senior Companion Program for low-income seniors.
  - Increase of $0.6 million for IHSS fraud prevention initiatives provided by the Public Authority.
  - Decrease of $0.5 million in various services and supplies to align costs to available funding.
  - Decrease of $0.4 million in information technology application services.
    - Decrease of $0.2 million in Adult Protective Services to align budget with planned purchases.
    - Decrease of $0.2 million in IHSS to align to available CMIPS II implementation funding.
- Capital Assets Equipment — decrease of $0.2 million to align budget with planned purchases.

### Revenues

Net increase of $1.3 million.

- Intergovernmental Revenue — net increase of $2.2 million.
  - Increase of $4.1 million associated with anticipated IHSS program growth and American Recovery and Revinvestment Act of 2009 (ARRA) funding.
  - Increase of $0.4 million of funding from new programs: Centers for Disease Control and Prevention (CDC) ARRA funding for outreach and education addressing obesity, physical activity and nutrition; Mental Health Services Act revenue for suicide prevention and early intervention program; Medicare Improvements for Patients & Providers Act grant for outreach to Medicare beneficiaries; and Aging & Disability Resource Connection to inform, support and strengthen consumer knowledge of Long-Term Care resources.
  - Decrease of $0.9 million due to the elimination of one-time projects funded by ARRA and Indian Gaming revenues.
  - Decrease of $0.5 million due to State funding cuts in community-based services programs.
  - Decrease of $0.4 million in APS to align to projected allocation level.
  - Decrease of $0.3 million in Realignment revenue due to the decline in the economy.
  - Decrease of $0.2 million in IHSS to align to available CMIPS II implementation funding.
- Reserve/Designation Decreases — decrease of $0.9 million due to one-time allocation in Fiscal Year 2009-10 to fund IHSS IP wage increase.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Increase of $19.3 million primarily due to an increase in IHSS IP payments which are funded by federal and State revenue as well as the use of the County's Designated Realignment fund balance.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| In-Home Supportive Services | | 151.00 | | | 151.00 | 151.00 |
| Veterans Services | | 8.00 | | | 8.00 | 8.00 |
| Senior Health and Social Services | | 48.00 | | | 43.00 | 43.00 |
| Protective Services | | 67.50 | | | 69.50 | 69.50 |
| Administrative and Other Services | | 21.00 | | | 21.00 | 21.00 |
| Total | | 295.50 | | | 292.50 | 292.50 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| In-Home Supportive Services | $ 267,787,079 | $ 304,758,223 | $ 304,760,919 | $ 278,377,341 | $ 308,220,269 | $ 327,742,729 |
| Veterans Services | 927,575 | 927,972 | 927,972 | 927,251 | 937,523 | 937,523 |
| Senior Health and Social Services | 13,485,019 | 15,176,894 | 14,970,435 | 13,289,682 | 13,732,726 | 13,601,943 |
| Protective Services | 8,603,282 | 8,832,484 | 8,832,484 | 7,033,289 | 8,306,872 | 8,306,872 |
| Administrative and Other Services | 4,363,341 | 4,194,155 | 4,180,441 | 4,280,828 | 3,997,367 | 3,932,595 |
| Total | $ 295,166,297 | $ 333,889,728 | $ 333,672,251 | $ 303,908,390 | $ 335,194,757 | $ 354,521,662 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 27,073,248 | $ 25,783,838 | $ 25,751,608 | $ 24,345,615 | $ 25,862,782 | $ 25,910,143 |
| Services & Supplies | 255,961,773 | 294,119,953 | 293,934,706 | 267,622,433 | 295,527,795 | 314,807,339 |
| Other Charges | 7,358 | 5,000 | 5,000 | 22,998 | 5,000 | 5,000 |
| Capital Assets Equipment | — | 181,757 | 181,757 | — | — | — |
| Operating Transfers Out | 12,123,919 | 13,799,180 | 13,799,180 | 11,917,344 | 13,799,180 | 13,799,180 |
| Total | $ 295,166,297 | $ 333,889,728 | $ 333,672,251 | $ 303,908,390 | $ 335,194,757 | $ 354,521,662 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Fines, Forfeitures & Penalties | $ 274,342 | $ 185,660 | $ 185,660 | $ 243,322 | $ 185,660 | $ 185,660 |
| Intergovernmental Revenue | 285,931,704 | 323,963,647 | 323,741,071 | 294,292,501 | 326,142,860 | 328,091,399 |
| Miscellaneous Revenues | 6,489,563 | 78,452 | 78,452 | 4,727,093 | 95,457 | 66,000 |
| Other Financing Sources | 105,278 | 100,000 | 100,000 | 133,265 | 100,000 | 100,000 |
| Reserve/Designation Decreases | — | 891,189 | 891,189 | 891,189 | — | 17,407,823 |
| Use of Fund Balance | (6,355,120) | — | 5,099 | (5,049,760) | — | — |
| General Purpose Revenue Allocation | 8,720,530 | 8,670,780 | 8,670,780 | 8,670,780 | 8,670,780 | 8,670,780 |
| Total | $ 295,166,297 | $ 333,889,728 | $ 333,672,251 | $ 303,908,390 | $ 335,194,757 | $ 354,521,662 |

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MDCCCLI

# Behavioral Health Services

## Department Description

*Behavioral Health Services (BHS) provides a range of mental health, alcohol and other drug programs serving children, youth, families, adults and older adults. BHS programs promote recovery and well-being through prevention, treatment and interventions, as well as integrated services for clients experiencing co-occurring mental illness and alcohol and drug issues. BHS works in partnership with the community to provide evidence-based services to achieve effective outcomes. Inpatient Health Services are offered at the San Diego County Psychiatric Hospital (SDCPH) and at the Edgemoor Distinct Part Skilled Nursing Facility (DPSNF), which operates under the licensure of the SDCPH.*

## Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services.

## 2009-10 Accomplishments - Behavioral Health

### Strategic Initiative – Safe and Livable Communities

- Enhanced care coordination between physical health and behavioral health services by launching three pilot projects.
  - Rural Health Initiative – This project intends to develop extensive behavioral health prevention, education and intervention services within the context of several rural family practice clinics. The integrated component includes the expansion of the formulary (to include psychotropic medications) and the addition of a behavioral health consultant to the primary care team.
  - Integrated Health Care Project – This is a County Medical Services (CMS)/Mental Health pilot where a primary care clinic is paired with a mental health clinic providing services to indigent clients.
  - East County Integrated Health Access Project – This is a CMS/Mental Health pilot aimed at improving access to CMS-funded primary care for current mental health clients. This eliminates the need for an additional appointment and a wait time of 25 to 40 days.

  - Collaborated with multiple community partners to successfully secure federal Primary Care and Behavioral Health Integration Project grant (only award in California) for $2 million over four years.
- Implemented the Behavioral Health Quality Management Plan to improve alcohol, drug and mental health services for clients receiving services through Behavioral Health.
  - Consolidated Mental Health Services (MHS) and Alcohol and Drug Services (ADS) data units to improve coordination of data across Behavioral Health.
  - Implemented shared procedures and consistent documentation for mental health and alcohol and drug services to allow for overall tracking of critical incidents within Behavioral Health.
  - In conjunction with the State, established statewide definition of alcohol and drug treatment completion to improve overall validity of alcohol and drug treatment outcome reporting, and developed training for all of San Diego's alcohol and drug treatment programs regarding appropriate coding of treatment completion.

## 2010-12 Objectives - Behavioral Health

### Strategic Initiative – Safe and Livable Communities

- Enhance care coordination between physical health and behavioral health services by launching and analyzing at least one pilot program to test a different or modified service delivery system.
- Enhance the Behavioral Health Quality Management Plan to improve alcohol, drug and mental health services for clients with co-occurring disorders.

- Review and revise outcome measures for co-occurring clients.

## Alcohol and Drug Services

Working closely with the community, Alcohol and Drug Services (ADS) provides leadership, planning, policy development, service coordination and resource management for a comprehensive system of services. These culturally competent services include alcohol and drug prevention, treatment and recovery programs that are provided throughout San Diego County via contracts with local service providers. Ongoing goals for ADS include incorporating behavioral health approaches in its services, and engaging the community to reduce alcohol and other drug problems.

### 2009-10 Accomplishments

#### Strategic Initiative – Kids

- To prepare for transition to adulthood, 96% (605 of 627) of adolescent participants who completed alcohol and drug treatment completed high school (or the equivalent) or were enrolled in an educational setting, above the goal of 90%.
- Admitted 91% (1,127 of 1,234) of adolescents into nonresidential alcohol and drug treatment within 14 days to improve their care and treatment, above the goal of 85%.

#### Strategic Initiative – Safe and Livable Communities

- Ensured that 45% (2,027 of 4,513) of participants (including both adolescents and adults) in alcohol and drug treatment completed treatment, exceeding the goal of 35%.

### 2010-12 Objectives

#### Strategic Initiative – Kids

- To prepare for transition to adulthood, 90% (832 of 925) of adolescent participants that complete alcohol and drug treatment will complete high school (or the equivalent) or enroll in an educational setting.
- Admit 85% (1,224 of 1,440) of adolescents into nonresidential alcohol and drug treatment within 14 days to improve their care and treatment.

#### Strategic Initiative – Safe and Livable Communities

- Ensure 35% (4,550 of 13,000) of participants (including both adolescents and adults) in alcohol and drug treatment will complete treatment.

## Mental Health Services

Mental Health Services (MHS) works collaboratively with the community and provides an array of culturally competent, age-appropriate, collaborative and cost effective services to the residents of San Diego County. Services for children, adolescents and their families are comprehensive, ranging from early intervention and prevention to residential treatment services, in order to achieve effective outcomes. Services to adults and older adults integrate rehabilitation and recovery principles, as well as practices in the delivery of care. MHS also provides forensic services including conservatorship and court-ordered evaluations, treatment and case management for mentally ill offenders.

### 2009-10 Accomplishments

#### Strategic Initiative – Kids

- Maintained an average wait time of 5 days for children and youth who were provided an outpatient mental health assessment, meeting the target average wait time.
- Implemented a new evidence-based program designed to reduce risk of behavioral/emotional problems in children 0-5 years of age and enrolled 852 families in the program, exceeding the target of enrolling 500 families.

#### Strategic Initiative – Safe and Livable Communities

- Maintained an average wait time of 5 days for new adult clients who were provided outpatient mental health assessment, exceeding the target of an average wait time of 8 days.
- Increased by 11% (from 4,628 to 5,137) the number of older adults accessing and receiving outpatient mental health services, above the goal of 5%.

#### Required Discipline – Information Technology

- Continued implementation of the multi-year project, Electronic Mental Health Record, by 1) deploying the assessment portion; 2) training a total of 1,800 clinicians this fiscal year; and 3) implementing the

scheduler portion to ensure improved coordination of care through real-time sharing of treatment, so as to enhance customer service.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Maintain an average wait time of 5 days or less for children and youth to be provided outpatient mental health assessment.
- Implement a new mental health component for the multi-disciplinary KidSTART program to serve 100 children ages 0-5 years with complex behavioral/ emotional needs.

### Strategic Initiative – Safe and Livable Communities

- Maintain an average wait time of 8 days or less for new adult clients to be provided outpatient mental health assessment.
- Increase by 5% (from 5,137 to 5,393) the number of older adults accessing and receiving outpatient mental health services.

### Required Discipline – Information Technology

- Continue implementation of the Electronic Mental Health Record to enhance customer service by improving operational effectiveness and efficiency by:
  - Training 2,500 clinicians and completing implementation of the assessment portion of the Electronic Health Record.
  - Deploying the treatment portion of the Electronic Health Record.
  - Beginning to plan for doctor's home page portion of the Electronic Health Record.

# Inpatient Health Services

Inpatient Health Services provides care to clients who require a hospital setting. Services are provided at the SDCPH and at Edgemoor DPSNF. SDCPH, a licensed facility staffed for 45 beds, provides services for mental health emergencies, treatment requiring intensive supervision, and short-term inpatient psychiatric hospitalization. Edgemoor DPSNF has 192 licensed beds and provides long-term medical and nursing services for patients unable to be cared for by other skilled nursing facilities.

## 2009-10 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- Achieved full accreditation with Joint Commission Standards Compliance for SDCPH demonstrating continuous commitment to patient safety and quality of care.
- Achieved a rating of substantial compliance for the new Edgemoor DPSNF. This rating is issued by State licensing demonstrating that the facility meets the health, safety and quality of life needs of the patients.

## 2010-12 Objectives

### Strategic Initiative – Safe and Livable Communities

- Maintain full accreditation with Joint Commission Standards Compliance for SDCPH to demonstrate commitment to patient care and accountability.
- Maintain a rating of substantial compliance for the Edgemoor DPSNF, a rating issued by State licensing in order to meet the health, safety and quality of life needs of the patients.
- Promote quality of care and a safer environment for patients and staff by meeting the national benchmark of 1.78 occurrences per 1,000 patient days for the use of mechanical or manual restraints at SDCPH.

## Related Links

For information about the Network of Care for Behavioral Health, go to http://sandiego.networkofcare.org.

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web site http://www.sdcounty.ca.gov/hhsa/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Adolescents discharged from alcohol and drug treatment who complete high school or the equivalent, or are enrolled in an educational setting | 94% of 1,186 | 90% of 925 | 96% of 627 | 90% of 925 | 90% of 925 |
| Adolescents admitted timely (within 14 calendar days) to nonresidential alcohol and drug treatment | 94% of 1,772 | 85% of 1,440 | 91% of 1,234 | 85% of 1,440 | 85% of 1,440 |
| Participants in alcohol and drug treatment will complete treatment | N/A | 35% of 13,000 | 45% of 4,513 | 35% of 13,000 | 35% of 13,000 |
| Wait time for children's mental health outpatient treatment | 7 days[1] | 5 days | 5 days | 5 days | 5 days |
| Children 0-5 years served in KidSTART program[2] | N/A | N/A | N/A | 100 | 100 |
| Wait time for adult mental health outpatient treatment | 8 days | 8 days | 5 days | 8 days | 8 days |
| Increase in number of older adults receiving mental health services | 18% (from 5,892 to 6,943) | 5% (from 6,187 to 6,497) | 11% (from 4,628 to 5,137) | 5% (from 5,137 to 5,393) | 5% (from 5,393 to 5,662) |
| Compliance rating of Edgemoor DPSNF[3] | D | D | D | D | D |

*Table Notes*

[1] In Fiscal Year 2008-09, the average wait time of 5 days for children was not met due to an increased number of unfunded children needing services.

[2] Effective Fiscal Year 2010-11, this new measure has been included to better reflect strategic priorities.

[3] The rating of "D" indicates substantial compliance as defined by the California Department of Public Health Services Licensing and Certification Program.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Net decrease of 31.00 staff years; includes transfers between divisions.

- Decrease of 23.00 staff years in MHS and SDCPH due to the loss of revenue associated with the decline in the economy and loss of State funding. This will result in reductions in assessment and case management capacity in Adult Services, Conservatorship Investigation and Special Education programs.
- Decrease of 5.00 staff years in MHS associated with the Psychiatric Emergency Response Team (PERT) functions transitioning to contracted services.
- Decrease of 3.00 staff years in ADS due to the State's elimination of Proposition 36, *Substance Abuse and Crime Prevention Act of 2000*, funding.

### Expenditures

Decrease of $13.8 million.

To mitigate significant losses in funding and to minimize the impact on client services, BHS has reengineered programs to maximize Mental Health Services Act (MHSA) and federal revenues. ADS services are still significantly impacted.

- Salaries and Benefits — net decrease of $2.2 million due to the reduction of 31.00 staff years partially offset by negotiated wage and benefit increases.
- Services and Supplies — net decrease of $11.2 million.

- Increase of $1.8 million in medical supplies, security costs, contracted and consultant services at Edgemoor DPSNF.
- Increase of $1.0 million in mental health information technology projects.
- Decrease of $7.2 million in ADS primarily associated with reductions in contracted services for Proposition 36; California Screening, Brief Intervention, Referral and Treatment Services (CASBIRT); and Substance Abuse Recovery Management Services. These reductions will result in the elimination of Screening and Brief Intervention Services provided in hospital emergency rooms and trauma units; elimination of case management services specifically designed for parents involved with child welfare services who have substance abuse issues; and reduced availability of residential and nonresidential alcohol and drug treatment services.
- Decrease of $6.2 million in MHS primarily associated with Adult/Older Adult Outpatient services, Long Term Care, Case Management and Administrative Services Organization contracts. Services will be restructured to utilize MHSA funding.
- Decrease of $0.6 million primarily due to reductions associated with START programs and Crisis Clinic restructuring at the SDCPH.

- Other Charges — decrease of $0.3 million in Support & Care of Persons to align to projected state hospital expenses.
- Capital Assets — decrease of $0.1 million to align budget with planned purchases at Edgemoor DPSNF.

### Revenues

Net decrease of $13.8 million.

- Intergovernmental Revenue — net decrease of $10.6 million.
  - Increase of $14.0 million in MHSA revenue associated with Prevention and Early Intervention, Community Services and Support, and Workforce, Employment and Training enhancements, and technology and innovation components.
  - Increase of $10.1 million in Federal Medi-Cal and Drug Medi-Cal revenues and related ARRA funds.
  - Increase of $0.9 million in CalWORKs Mental Health and Substance Abuse funding to align with projected allocations.
  - Increase of $0.4 million in Early Periodic Screening, Diagnosis and Treatment funding.
  - Decrease of $22.2 million in Managed Care and Minor Consent revenue due to reduced allocations and continued depletion of the Managed Care trust fund.
  - Decrease of $9.2 million in ADS primarily due to the elimination of Proposition 36, CASBIRT, and SARMS funding.
  - Decrease of $4.6 million in Realignment revenue due to the decline in the economy.
- Charges for Current Services — net increase of $0.6 million.
  - Increase of $1.5 million in Medi-Cal revenue at Edgemoor DPSNF.
  - Decrease of $0.9 million associated with continued depletion of local ADS trust funds.
- Miscellaneous Revenues — decrease of $0.2 million to align budget with historical actuals.
- General Purpose Revenue Allocation — decrease of $3.6 million reduces MHS to its minimum statutorily required level of general purpose revenue funding.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $4.5 million reflects a reduction of $5.2 million in Services and Supplies in contracted services and IT expenditures related to a projected decrease in MHSA allocations, partially offset by an increase of $0.7 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Alcohol and Other Drug Services | | 36.00 | | | 24.00 | 24.00 |
| Mental Health Services | | 321.25 | | | 297.50 | 297.50 |
| Inpatient Health Services | | 482.25 | | | 464.25 | 464.25 |
| Behavioral Health Svcs Administration | | 32.00 | | | 54.75 | 54.75 |
| Total | | 871.50 | | | 840.50 | 840.50 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Alcohol and Other Drug Services | $ 46,043,518 | $ 51,278,208 | $ 51,310,333 | $ 40,336,420 | $ 43,484,633 | $ 43,484,633 |
| Adult/Older Adult Mental Health Services | — | — | 933 | — | — | — |
| Children's Mental Health Services | — | — | — | 3,157 | — | — |
| Mental Health Services | 241,594,169 | 302,622,187 | 304,539,046 | 255,288,730 | 294,445,966 | 289,898,689 |
| Inpatient Health Services | 59,877,570 | 57,323,182 | 57,593,464 | 60,886,597 | 59,796,981 | 59,735,261 |
| Behavioral Health Svcs Administration | 5,518,593 | 8,493,944 | 8,408,545 | 8,112,549 | 8,186,573 | 8,310,204 |
| Total | $ 353,033,850 | $ 419,717,521 | $ 421,852,321 | $ 364,627,453 | $ 405,914,153 | $ 401,428,787 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 82,684,754 | $ 83,107,794 | $ 82,851,601 | $ 78,844,499 | $ 80,949,413 | $ 81,690,735 |
| Services & Supplies | 267,614,821 | 333,901,129 | 336,292,122 | 282,554,225 | 322,709,056 | 317,482,368 |
| Other Charges | 2,556,292 | 2,518,779 | 2,518,779 | 3,105,738 | 2,174,314 | 2,174,314 |
| Capital Assets Equipment | 210,221 | 208,449 | 208,449 | 166,414 | 100,000 | 100,000 |
| Expenditure Transfer & Reimbursements | (32,237) | (18,630) | (18,630) | (43,424) | (18,630) | (18,630) |
| Total | $ 353,033,850 | $ 419,717,521 | $ 421,852,321 | $ 364,627,453 | $ 405,914,153 | $ 401,428,787 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Intergovernmental Revenue | $ 303,433,554 | $ 366,389,292 | $ 366,723,734 | $ 315,628,313 | $ 355,778,509 | $ 349,638,904 |
| Charges For Current Services | 28,508,847 | 31,177,517 | 31,177,517 | 30,495,824 | 31,756,911 | 33,411,150 |
| Miscellaneous Revenues | 1,051,845 | 5,080,591 | 5,080,591 | 1,182,453 | 4,880,591 | 4,880,591 |
| Other Financing Sources | 6,000,000 | 6,000,000 | 6,000,000 | 6,016,871 | 6,000,000 | 6,000,000 |
| Use of Fund Balance | 589,833 | — | 1,800,358 | 233,872 | — | — |
| General Purpose Revenue Allocation | 13,449,771 | 11,070,121 | 11,070,121 | 11,070,121 | 7,498,142 | 7,498,142 |
| Total | $ 353,033,850 | $ 419,717,521 | $ 421,852,321 | $ 364,627,453 | $ 405,914,153 | $ 401,428,787 |

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# Child Welfare Services

## Department Description

*Child Welfare Services (CWS) is committed to excellence in the delivery of culturally competent, family-centered and child-focused protective services. CWS investigates reports of suspected child abuse and neglect and intervenes with families who do not meet the minimum community standards of health and safety as required by law. Investigations are conducted in a thorough and professional manner. Family interventions are completed in the least intrusive manner necessary for the protection of the child. In addition to these services, CWS administers the following: Polinsky Children's Center, a 24-hour facility for the temporary emergency shelter of children; San Pasqual Academy, a first-in-the-nation residential education campus for adolescent foster youth; foster care eligibility and licensing; group home placement services for foster youth with emotional and behavioral issues; services to emancipating foster youth; adoptive home assessments and placements; and critical support services to regional operations.*

## Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Diverted entries from Polinsky Children's Center by placing 54% (303 of 566) of children entering the assessment center in family, relative or other foster care settings in less than 24 hours, above the target of 45%.
- Ensured 21.8% (130 of 595) of children who were adopted from the child welfare system were placed with their new family within 24 months from the date of the latest removal from the home to a finalized adoption, above target of 20%.
- Ensured 63.3% (87 of 138) of youth enrolled in an intensive, wraparound program were in a family-like setting, exceeding target of 50% due to increased collaboration between the Health and Human Services Agency, the County's Probation Department community partners and the contracted provider. An intensive wraparound program is for foster youth at risk of being placed in a group home setting or who are transitioning to a lower level of care from a group home placement.
- Ensured 85.2% (161 of 189) of foster youth in the 12th grade achieved high school completion (diploma, certificate or equivalent), including youth at San Pasqual Academy and other residential care settings, above target of 82%.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Divert entries from Polinsky Children's Center (PCC) by placing 48% (287 of 598) of children entering the assessment center in family, relative or other foster care settings in less than 24 hours, countywide.
- Ensure 20% (129 of 644) of all children discharged countywide from foster care to a finalized adoption are placed with adoptive parents in less than 24 months from the date of the latest removal from home.
- Ensure 60% (83 of 139) of the youth enrolled in the intensive, wraparound program will be in a family-like setting, countywide.
- Ensure 82% (155 of 190) of foster youth in the 12th grade achieve high school completion (diploma, certificate or equivalent), including San Pasqual and other residential settings, countywide.

## Related Links

For information about San Diego County Adoptions, go to http://www.iadoptu.org and for San Pasqual Academy, go to http://www.sanpasqualacademy.org.

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web site at http://www.sdcounty.ca.gov/hhsa/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Polinsky Children's Center assessment center entries placed in family, relative or other foster care settings in less than 24 hours | 43%[1] of 829 | 45% of 600 | 54% of 566 | 48% of 598 | 48% of 600 |
| Children who were adopted are placed with their new family within 24 months of entering child welfare services[2] | 16% of 607 | 20% of 607 | 21.8% of 595 | N/A | N/A |
| Children who were adopted from the child welfare system were adopted within 24 months[2] | N/A | N/A | N/A | 20% of 644 | 20% of 644 |
| Youth in intensive, wraparound program in a family-like setting[3] | 45% of 120 | 50% of 120 | 63.3%[4] of 138 | 60% of 139 | 60% of 139 |
| Foster children in 12th grade who achieve high school completion (diploma, certificate, or equivalent) | 87% of 192 | 82% of 190 | 85.2% of 189 | 82% of 190 | 82% of 190 |

*Table Notes*

[1] This measure exceeded the target of 25% due to a lower number of hard to place children entering the assessment center than originally projected.

[2] Effective Fiscal Year 2010-2011, the measure "Children who were adopted are placed with their new family within 24 months of entering child welfare services" has been rewritten to "Children who were adopted from the child welfare system were adopted within 24 months" for clarity. The 24 months begins from the latest removal date from the home and ends with a finalized adoption.

[3] An intensive wraparound program is for foster youth at risk of being placed in a group home setting or who are transitioning to a lower level of care from a group home placement.

[4] This measure exceeded the target of 50% by 15% due to increased collaboration between HHSA, County Probation, community partners and the contracted provider.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Net decrease of 64.00 staff years.

- Decrease of 65.00 staff years throughout Child Welfare Services due to State reductions and the decline in the economy. This will result in longer wait times for child abuse hotline calls, increased response times, increased caseloads, children remaining in care longer and difficulty meeting required court timelines. To minimize impacts CWS will restructure services at Polinsky Children's Center and continue redesign efforts.
- Transfer in 1.00 staff year to Foster Care from Strategic Planning and Operational Support to support client services.

### Expenditures

Net decrease of $1.7 million.

- Salaries and Benefits — decrease of $3.0 million due to the reduction of 64.00 staff years, partially offset by negotiated wage and benefit increases.

- Services and Supplies — net decrease of $0.2 million.
  - Increase of $0.4 million for rents and leases.
  - Increase of $0.1 million for interpreter services.
  - Decrease of $0.7 million as result of Polinsky Children's Center reengineering efforts.
- Other Charges — net increase of $1.5 million.
  - Increase of $4.0 million in Aid for Adoptive Children payments due to caseload growth.
  - Decrease of $2.5 million in foster care provider payments due to projected decrease in number of cases.

### Revenues

Net decrease of $1.7 million.

- Intergovernmental Revenue — net decrease of $7.3 million.
  - Increase of $6.7 million in American Recovery and Reinvestment Act of 2009 (ARRA) funds for federally eligible cases in foster care and adoption.
  - Increase of $0.5 million in State funding for CWS wraparound services.
  - Decrease of $8.1 million in foster care and adoptive children revenues to reflect projected case levels.
  - Decrease of $4.5 million in Realignment revenue due to the decline in the economy.
  - Decrease of $1.9 million in administrative revenues due to State reductions.
- Charges for Current Services — net increase of $1.4 million from the San Diego First Five Commission of which $1.6 million is for the KidSTART Center which provides comprehensive assessments and treatment for children ages birth through five years with complex developmental and mental health problems, offset by a reduction of $0.2 million in respite care services.
- Miscellaneous Revenues — decrease of $0.2 million due to completion of a two-year grant from Alliance Healthcare Foundation which funds family finding services to assist in reunifying foster youth with their extended family members and providing support services to ensure families are successfully reunified.
- Reserve/Designated Decreases — increase of $4.4 million to cover possible foster care costs associated with a pending State lawsuit and redesign efforts.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net increase of $0.7 million is the result of an increase of $1.4 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011. This increase is partially offset by a decrease of $0.7 million in Services and Supplies due to the elimination of one-time projects from prior year.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Child Welfare Services | | 534.50 | | | 496.50 | 496.50 |
| Foster Care | | 111.00 | | | 97.00 | 97.00 |
| Adoptions | | 163.00 | | | 151.00 | 151.00 |
| Total | | 808.50 | | | 744.50 | 744.50 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Child Welfare Services | $ 76,140,848 | $ 73,322,713 | $ 71,512,793 | $ 70,982,762 | $ 71,444,496 | $ 71,682,230 |
| Foster Care | 151,282,392 | 175,725,743 | 175,506,801 | 152,731,888 | 176,493,916 | 176,637,636 |
| Adoptions | 16,608,117 | 15,993,425 | 15,159,272 | 15,417,203 | 15,382,591 | 15,693,103 |
| Total | $ 244,031,357 | $ 265,041,881 | $ 262,178,866 | $ 239,131,854 | $ 263,321,003 | $ 264,012,969 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 64,600,733 | $ 65,564,382 | $ 62,345,478 | $ 61,038,431 | $ 62,493,011 | $ 63,864,977 |
| Services & Supplies | 34,761,611 | 31,375,325 | 31,558,603 | 31,668,546 | 31,178,560 | 30,498,560 |
| Other Charges | 143,893,376 | 168,102,174 | 168,168,048 | 146,318,140 | 169,649,432 | 169,649,432 |
| Capital Assets/Land Acquisition | — | — | 106,737 | 106,737 | — | — |
| Capital Assets Equipment | 775,638 | — | — | — | — | — |
| Total | $ 244,031,357 | $ 265,041,881 | $ 262,178,866 | $ 239,131,854 | $ 263,321,003 | $ 264,012,969 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Revenue From Use of Money & Property | $ 334,026 | $ 687,506 | $ 687,506 | $ 617,576 | $ 681,211 | $ 681,211 |
| Intergovernmental Revenue | 278,125,134 | 249,943,839 | 246,247,589 | 280,732,406 | 242,636,436 | 239,054,909 |
| Charges For Current Services | 669,387 | 3,809,372 | 3,809,372 | 3,065,302 | 5,173,372 | 4,493,372 |
| Miscellaneous Revenues | 725,078 | 1,061,962 | 1,561,962 | 1,211,908 | 859,072 | 859,072 |
| Other Financing Sources | — | — | — | 2,220 | — | — |
| Reserve/Designation Decreases | — | — | — | — | 4,431,710 | 9,385,203 |
| Use of Fund Balance | (45,361,470) | — | 333,235 | (56,036,760) | — | — |
| General Purpose Revenue Allocation | 9,539,202 | 9,539,202 | 9,539,202 | 9,539,202 | 9,539,202 | 9,539,202 |
| Total | $ 244,031,357 | $ 265,041,881 | $ 262,178,866 | $ 239,131,854 | $ 263,321,003 | $ 264,012,969 |

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# Public Health Services

## Department Description

*Public Health Services (PHS) is dedicated to community wellness, health equity and health protection in San Diego County. PHS works to promote wellness, healthy behaviors and access to quality care; prevent injuries, disease and disabilities, as well as epidemics and the spread of disease; and protect against environmental hazards, disasters, and other public health threats, through preparedness, response and recovery efforts. Providing public health protection for all County residents is a multidisciplinary and collaborative effort, involving other County Groups, as well as the private health care provider network, communities and individuals. The California Children Services (CCS) program, which authorizes and funds specific medical services and equipment for children with certain physical limitations and chronic health conditions or diseases, is administered by PHS.*

## Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Ensured 87% (2,673 of 3,081) of children in out-of-home placement received preventive health examinations in accordance with the Child Health and Disability Prevention (CHDP) State guidelines, above target of 77%.
- Received 36% (22,797 of 64,031) of CCS referrals electronically via eQuest, reducing the processing time, above the target of 24%, due to outreach efforts by staff to the medical community, including Rady Children's Hospital and Health Center and other hospital programs.

### Strategic Initiative – Safe and Livable Communities

- Initiated investigation on 100% (56) of all reported cases of selected communicable disease within 24 hours, above target of 99%.
- Ensured 93% of tuberculosis cases (203 of 218) were reported to Public Health Services within one working day from start of treatment, below target of 95%.

- Enrolled 100% (1,813) of new case management clients with an HIV primary care provider within 90 days of enrollment into case management, above target of 90% due to multiple strategies to address better data collection and monitoring.
- Conducted eight drills or exercises with public health staff and community partners to evaluate the County's level of preparedness for public health hazards, above target of seven.
- The Agency led efforts to anticipate and proactively manage the threat to the public's health from the Pandemic 2009 H1N1 Influenza by distributing over 1.27 million vaccines to health care providers, first responders and community providers including giving vaccines at County immunization clinics, schools, community mass vaccination clinics and other community locations.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Ensure 80% (2,640 of 3,300) of children in out-of-home placement receive preventive health examinations in accordance with the CHDP State guidelines.
- Receive a minimum of 50% (17,500 of 35,000) of CCS referrals electronically via eQuest in order to expedite referral to CCS and improve the accuracy of provider referrals.

### Strategic Initiative – Safe and Livable Communities

- Initiate 99% (79 of 80) of investigations within 24 hours of receipt for all reported cases of selected communicable disease.

- Ensure that 95% of tuberculosis cases (285 of 300) are reported to Public Health Services within one working day from start of treatment.
- Enroll 95% (1,425 of 1,500) of new case management clients with an HIV primary care provider within 90 days of enrollment into case management.
- Activate the public health emergency response system a minimum of five times during the fiscal year via drills, exercises and actual responses to public health threats to ensure the County's level of preparedness to respond to public health hazards.

## Related Links

For information about: Childhood Obesity Action Plan, go to http://www.ourcommunityourkids.org/.

For health statistics that describe health behaviors, diseases and injuries for specific populations, health trends and comparison to national targets, go to http://www.sdhealthstatistics.com/.

For additional information about the programs offered by the Health and Human Services Agency, refer to the Web site at http://www.sdcounty.ca.gov/hhsa/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Children in out-of-home placement who receive preventive health examinations in accordance with CHDP guidelines | 86% of 3,725 | 77% of 4,500 | 87% of 3,081 | 80% of 3,300 | 80% of 3,300 |
| Number of eQuest referrals to CCS[1] | 14% of 50,000 | 24% of 50,000 | 36% of 64,031 | 50% of 35,000 | 60% of 35,000 |
| Selected communicable diseases cases contacted/investigations initiated within 24 hours[2] | 100% of 40 | 99% of 80 | 100% of 56 | 99% of 80 | 99% of 80 |
| TB cases reported to PHS within one working day from start of treatment[2] | 95% of 251 | 95% of 300 | 93% of 218 | 95% of 300 | 95% of 330 |
| New clients enrolled with an HIV primary care provider within 90 days[2] | N/A | 90% of 1,000 | 100%[3] of 1,813 | 95% of 1,500 | 95% of 1,500 |
| Activation of public health emergency response system for drills, exercises and actual responses[4] | N/A | N/A | N/A | 5 | 5 |
| Public Health related drills or exercises conducted with HHSA staff and community partners[4] | 11[5] | 7 | 8 | N/A | N/A |

*Table Notes*

[1] The total number of referrals to CCS is based on an average and will vary from year to year since the number of children needing referrals for services cannot be predicted. The goal of the measure is to increase the use of eQuest as the preferred mode of referral. eQuest is a Web-based referral and case management system to improve health outcomes for eligible children with severe physical limitations and chronic health conditions. The performance measure for Fiscal Year 2009-10, "Increase in number of eQuest referrals," has been revised to better reflect the intent of the objective. The revised language effective Fiscal Year 2010-11 now reads "Number of eQuest referrals to CCS."

[2] The estimated numbers of cases listed in the Adopted and Approved columns are based on an average and may vary from year to year since these measures are based on incidents that have not yet happened and cannot be predicted.

[3] The better than expected outcome of 100% can be attributed to several factors:

a) Increased emphasis with case management contractors to ensure clients with HIV/AIDS access and maintain HIV Primary Care, and that medical outcomes are documented and tracked.

b) Improved data completion by contractors for this outcome in the local Ryan White client level data collection system (AIDS Regional Information and Evaluation System [ARIES]).

c) Improved tracking and extraction of this outcome measure through ARIES with exclusion of individuals who had not yet been enrolled in case management for 90 days and not yet been enrolled in HIV Primary Care.

d) Utilization of client data imported for Ryan White HIV Primary and Medical Specialty Care services into ARIES to assist with tracking enrollment.

e) Improved tracking by contractors of client enrollment with non-Ryan White HIV medical providers (private insurance, HMOs, Medi-Cal, etc.).

[4] Effective Fiscal Year 2010-11, the measure about activation of public health emergency response system replaces the measure about public health related drills or exercises to better reflect clarity of purpose. All activations are followed up with lessons learned and corrective actions which are incorporated to further enhance the quality of the next activation.

[5] In Fiscal Year 2008-09, the target of five drills or exercises was exceeded due to unanticipated requests from community partners for participation in their respective exercises.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Net decrease of 13.75 staff years.

- Public Health Services (PHS) reduced 13.75 staff years to mitigate loss of revenue from the decline in the economy and loss of State funding.
  - Transfer in 5.00 staff years from Regional Operations to provide support and services associated with the Communities Putting Prevention to Work (CPPW) Initiative.
  - Transfer out 2.00 staff years to Regional Operations associated with the transfer of Vaccines are Important for Preschoolers program to Central Region.
  - Decrease of 16.75 staff years to mitigate loss of revenue due to State cuts and the decline in the economy. To minimize impacts priorities will be shifted to focus on essential and mandated public health services.

### Expenditures

Net increase of $4.5 million.

- Salaries and Benefits — net increase of $0.2 million as a result of negotiated wage and benefit increases, partially offset by the reduction of 13.75 staff years.
- Services and Supplies — net increase of $4.0 million.
  - Increase of $5.7 million in contracts related to the CPPW Initiative.
  - Increase of $1.1 million in Public Health Emergency Response contracts.
  - Decrease of $1.7 million in HIV Education, Prevention and Early Intervention Services due to a State cut in funding resulting in a reduction of counseling, individual and group interventions, and the elimination of prevention case management to high-risk populations for an estimated 2,950 clients.
  - Decrease of $0.6 million primarily due to a reduction in consulting and data collection services supporting Emergency Medical Services.
  - Decrease of $0.2 million in one-time contracted services associated with pandemic flu outreach and education efforts.
  - Decrease of $0.2 million in various service and supplies to align to historical actuals.
  - Decrease on $0.1 million related to the Public Health Laboratory information system upgrade.
- Other Charges — increase of $0.1 million due to temporary housing costs for TB clients.
- Capital Assets Equipment — increase of $0.2 million to align budget with planned purchases.

### Revenues

Net increase of $4.5 million.

- Taxes Current Property — increase of $0.2 million in County Service Areas (CSA) 17 and 69 due to additional units identified in the CSAs and the expansion in area covered by CSA 17.
- Revenue from Use of Money & Property — decrease of $0.1 million in interest revenue in CSA 69.
- Intergovernmental Revenue — net increase of $4.3 million.
  - Increase of $7.5 million for the CDC ARRA grant.
  - Increase of $0.7 million in Public Health Emergency Preparedness revenue.
  - Increase of $0.5 million in Medi-Cal Administrative Activities funding.
  - Decrease of $1.9 million in Realignment revenue due to the decline in the economy.
  - Decrease of $1.1 million in HIV funding due to State cuts.
  - Decrease of $0.8 million in Tobacco revenue due to the completion of one-time projects in the prior year.
  - Decrease of $0.6 million due to State cuts in various programs.
- Charges for Current Services — increase of $0.5 million due to additional revenue for Institutional Care Transportation (CSA 69), and additional grant revenue in PHS Bioterrorism.
- Use of Fund Balance — decrease of $0.4 million in use of CSA 69 reserves. Budget of $0.05 million is for partial funding for the Chronic Disease Program's contract with Community Health Improvement Partners.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $0.1 million is the result of a decrease of $1.1 million in Services and Supplies due to the elimination of one-time projects from prior year, partially offset by an increase of $1.0 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Administration and Other Services | | 26.00 | | | 26.00 | 26.00 |
| Bioterrorism / EMS | | 49.00 | | | 50.00 | 50.00 |
| Infectious Disease Control | | 111.25 | | | 108.25 | 108.25 |
| Surveillance | | 93.00 | | | 84.00 | 84.00 |
| Prevention Services | | 67.50 | | | 70.50 | 70.50 |
| California Childrens Services | | 146.75 | | | 141.00 | 141.00 |
| Total | | 493.50 | | | 479.75 | 479.75 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Administration and Other Services | $ 4,745,860 | $ 4,803,066 | $ 4,821,303 | $ 4,340,815 | $ 4,866,019 | $ 4,920,808 |
| Bioterrorism / EMS | 14,678,388 | 13,487,433 | 16,957,370 | 13,034,213 | 12,964,360 | 13,043,207 |
| Infectious Disease Control | 28,314,488 | 26,944,438 | 27,180,319 | 27,118,249 | 25,781,115 | 25,805,875 |
| Surveillance | 11,692,450 | 11,880,131 | 12,636,901 | 11,321,639 | 10,948,097 | 11,039,650 |
| Prevention Services | 13,544,413 | 12,454,611 | 18,124,742 | 14,789,998 | 19,898,960 | 19,266,195 |
| California Childrens Services | — | 19,837,969 | 19,837,969 | 19,707,443 | 19,529,877 | 19,793,451 |
| Ambulance CSA's - Health & Human Services | 7,525,534 | 8,230,092 | 8,230,099 | 7,817,617 | 8,204,667 | 8,204,667 |
| Total | $ 80,501,132 | $ 97,637,740 | $ 107,788,704 | $ 98,129,974 | $ 102,193,095 | $ 102,073,853 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 35,473,848 | $ 48,182,787 | $ 49,408,455 | $ 47,503,338 | $ 48,417,319 | $ 49,385,985 |
| Services & Supplies | 44,836,851 | 45,117,253 | 51,567,086 | 45,100,960 | 49,163,076 | 48,075,168 |
| Other Charges | 256,160 | 4,500,000 | 4,530,000 | 5,478,081 | 4,575,000 | 4,575,000 |
| Capital Assets Equipment | 114,490 | 33,000 | 2,478,463 | 260,784 | 233,000 | 233,000 |
| Expenditure Transfer & Reimbursements | (180,217) | (195,300) | (195,300) | (213,189) | (195,300) | (195,300) |
| Total | $ 80,501,132 | $ 97,637,740 | $ 107,788,704 | $ 98,129,974 | $ 102,193,095 | $ 102,073,853 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Current Property | $ 1,493,460 | $ 1,653,670 | $ 1,653,670 | $ 1,454,097 | $ 1,865,357 | $ 1,865,357 |
| Taxes Other Than Current Secured | 55,711 | 43,004 | 43,004 | 11,422 | 43,949 | 43,949 |
| Licenses Permits & Franchises | 155,743 | 174,557 | 174,557 | 164,845 | 177,957 | 177,957 |
| Fines, Forfeitures & Penalties | 2,328,860 | 2,257,388 | 2,257,388 | 2,242,433 | 2,273,805 | 2,273,805 |
| Revenue From Use of Money & Property | 81,145 | 156,150 | 156,150 | 41,190 | 81,000 | 81,000 |
| Intergovernmental Revenue | 69,277,274 | 81,581,984 | 88,605,525 | 82,995,422 | 85,855,113 | 84,975,989 |
| Charges For Current Services | 5,874,117 | 6,007,416 | 6,007,416 | 6,789,379 | 6,495,469 | 6,481,738 |
| Miscellaneous Revenues | 708,967 | 739,453 | 739,453 | 851,154 | 764,507 | 734,507 |
| Other Financing Sources | 502,505 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Reserve/Designation Decreases | 29,478 | — | — | — | — | 824,030 |
| Use of Fund Balance | (356,128) | 438,180 | 3,565,603 | (1,005,905) | 50,000 | 29,583 |
| General Purpose Revenue Allocation | 350,000 | 4,085,938 | 4,085,938 | 4,085,938 | 4,085,938 | 4,085,938 |
| Total | $ 80,501,132 | $ 97,637,740 | $ 107,788,704 | $ 98,129,974 | $ 102,193,095 | $ 102,073,853 |

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

# Public Administrator / Public Guardian

## Department Description

*Public Administrator/Public Guardian is dedicated to providing professional services to protect and manage the estates of decedents and at-risk individuals who are unable to make decisions for themselves. The Public Administrator (PA) investigates and administers the estates of persons who die with no will or without an appropriate person to act as an administrator; and protects the decedent's property from waste, loss or theft and ensures the estate is administered according to the decedent's wishes. The Public Guardian (PG) serves as the legally appointed guardian or conservator for persons found by the courts to be unable to take care of themselves or their assets - generally older, frail and vulnerable adults who are at risk or have been a victim of abuse or neglect. Public Administrator/Public Guardian manages an average of $40 million of estate assets annually.*

## Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services.

## 2009-10 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- Accurately mapped 100% (174) of all clients and real property under the purview of PA/PG for emergency planning, response and recovery services, above target of 95%.

### Required Discipline – Customer Satisfaction

- Increased subscribers registered for Web subscription service for PA/PG auctions by 119% (from 1,767 to 3,883) in order to increase auction proceeds which benefit the conservatee or estate associated with the auctioned items, exceeding target of 10% increase. The large increase in subscribers is attributed to ease of online registration.
- Submitted Inventory and Appraisal (I & A) reports to the Probate Court in a timely manner.
  - 100% (5) of the PG Program estate cases within 90 days of newly appointed conservatees, above target of 95%.

  - 100% (28) of the PA Program cases to the Probate Court within 120 days of newly appointed cases, exceeding the target of 85% due to fully staffed program. A formal probate case is an estate valued over $100,000 and under court supervision.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Certified 100% (20) of deputy PA/PG staff and supervisors in accordance with the mandated California State PA/PG certification program, above target of 95%.

## 2010-12 Objectives

### Strategic Initiative – Safe and Livable Communities

- Maintain 98% (205 of 210) accuracy in mapping of all clients and real property under the purview of PA/PG for emergency planning, response and recovery services.
- Begin 95% (estimated 128 of 135) of conservatorship investigations within two business days of receiving a referral for conservatorship, as mandated by the Ominibus Conservatorship and Guardianship Reform Act.

### Required Discipline – Customer Satisfaction

- Maintain timely submission of Inventory and Appraisal Reports to the Probate Court.
  - 95% (19 of 20) on all estate cases in the PG Program within 90 days of appointment.
  - 90% (18 of 20) on all formal probate cases in the PA Program within 120 days of appointment. A formal probate case is an estate valued over $100,000 and under court supervision.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Ensure at least 95% (18 of 19) mandated California State PA/PG certification for applicable PA/PG staff in order to improve services to conservatees and families of decedents.

## Related Links

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web site at http://www.sdcounty.ca.gov/hhsa.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Client and real property accurately mapped | 100% of 211 | 95% of 210 | 100% of 174 | 98% of 210 | 98% of 210 |
| Estate cases -- PG submits I&A reports to Probate Court within 90 days | 100%[1] of 18 | 95% of 25 | 100% of 5[2] | 95% of 20 | 95% of 10 |
| Formal probate cases -- PA submits I&A reports to Probate Court within 120 days | 53%[3] of 19 | 85% of 20 | 100% of 28[4] | 90% of 20 | 90% of 20 |
| Deputy PA/PGs certified by California State PA/PG Association | 100% of 19 | 95% of 19 | 100% of 20 | 95% of 19 | 95% of 19 |
| Conservatorship investigations begun within 2 business days of referral[5] | N/A | N/A | N/A | 95% of 135 | 95% of 135 |
| Increase in subscribers registered for Web subscription service for PA/PG auctions | 1,846 | 10%[6] (from 1,846 to 2,031) | 119%[6, 7] (from 1,767 to 3,883) | N/A[8] | N/A |

*Table Notes*

[1] In Fiscal Year 2008-09, this measure exceeded its target of 85% due to the unexpected lower number of estate cases received for submission to the Probate Court.

[2] In Fiscal Year 2009-10, the number of cases was lower than projected due to the unexpected lower number of estate cases received for submission to the Probate Court. The Public Guardian has approximately 160 conservatees at any given time and investigates approximately 135 cases annually.

[3] In Fiscal Year 2008-09, this measure did not meet its target of 85% due to staff transitions during the first two quarters of the fiscal year.

[4] In Fiscal Year 2009-10, this measure exceeded its target of 85% as the program is now fully staffed. The Public Administrator handles approximately 1,100 investigations, 325 indigent cases and 125 estate cases.

[5] Effective Fiscal Year 2010-11, this measure has been included to better reflect strategic priorities.

[6] The baseline of 1,846 was based on an estimated number of registered permanent bidders at the end of Fiscal Year 2009-10. The correct baseline is 1,767.

[7] This measure exceeded its target of 10%, which is attributed to the ease of online registration for notification of PA/PG auctions.

[8] Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan, as it has greatly exceeded its target, but will continue to be monitored internally.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

No change in staffing.

### Expenditures

Net increase of $0.04 million is due to an increase in Salaries and Benefits, primarily for negotiated wage and benefit increases, partially offset by a minor decrease in Services and Supplies.

### Revenues

Net increase of $0.04 million is a result of $0.14 million increase in Licenses, Permits and Franchise Fees and Charges for Current Services due to an increase in estate fees, partially offset by a decrease of $0.1 million in Revenue from Use of Money & Property due to lower projected interest earnings.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net increase of $0.03 million is the result of an increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011, partially offset by a decrease in services and supplies.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Public Administrator/ Guardian | | 34.00 | | | 34.00 | 34.00 |
| Total | | 34.00 | | | 34.00 | 34.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Public Administrator/ Guardian | $ 4,253,956 | $ 4,430,992 | $ 4,430,992 | $ 4,397,273 | $ 4,472,416 | $ 4,500,728 |
| Total | $ 4,253,956 | $ 4,430,992 | $ 4,430,992 | $ 4,397,273 | $ 4,472,416 | $ 4,500,728 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 3,341,494 | $ 3,378,362 | $ 3,378,362 | $ 3,413,580 | $ 3,427,029 | $ 3,493,098 |
| Services & Supplies | 734,908 | 802,630 | 802,630 | 807,037 | 795,387 | 757,630 |
| Other Charges | 177,554 | 250,000 | 250,000 | 176,656 | 250,000 | 250,000 |
| Total | $ 4,253,956 | $ 4,430,992 | $ 4,430,992 | $ 4,397,273 | $ 4,472,416 | $ 4,500,728 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Licenses Permits & Franchises | $ 46,528 | $ 10,000 | $ 10,000 | $ 46,806 | $ 46,000 | $ 46,000 |
| Revenue From Use of Money & Property | 265,000 | 260,000 | 260,000 | 85,000 | 160,000 | 160,000 |
| Intergovernmental Revenue | 80,837 | 68,985 | 68,985 | 39,940 | 60,000 | 60,000 |
| Charges For Current Services | 1,253,454 | 1,368,100 | 1,368,100 | 1,231,467 | 1,474,751 | 1,503,063 |
| Miscellaneous Revenues | 30,023 | 22,242 | 22,242 | 28,970 | 30,000 | 30,000 |
| Use of Fund Balance | (159,359) | — | — | 263,425 | — | — |
| General Purpose Revenue Allocation | 2,737,474 | 2,701,665 | 2,701,665 | 2,701,665 | 2,701,665 | 2,701,665 |
| Total | $ 4,253,956 | $ 4,430,992 | $ 4,430,992 | $ 4,397,273 | $ 4,472,416 | $ 4,500,728 |

# Administrative Support

## Department Description

*The Health and Human Services Agency's (HHSA) support divisions play an important role providing essential financial, administrative, planning and policy support to the Agency's regions and divisions. They are essential to HHSA maintaining a high level of operational excellence and adherence to key disciplines for achieving County strategic initiatives and adding value to the residents of San Diego County. HHSA's support divisions include Financial and Support Services, Human Resources, Management Support, Agency Contract Support and Agency Executive Office. The Compliance Office and Office of Legislative Affairs are included within the Agency Executive Office.*

## Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services.

## 2009-10 Accomplishments

### Required Discipline – Fiscal Stability

- Increased by 12% (from 98 to 110) the number of contractor fiscal reviews conducted to ensure fiscal resources are expended properly and in accordance with regulations, above target of 5%.
- Decreased the number of returned/denied Medicare claims by 69% (from 36% [676 of 1,873] to 11% [158 of 1,417]), maximizing receipt of external revenues. Exceeded the target of 10% decrease due to focused activities by staff.

### Required Discipline – Regional Leadership

- Received over 1,000 positive media hits regarding the Agency's educational and accomplishment stories such as the H1N1 educational campaign.
- Developed and launched a media campaign for the Prevention and Early Intervention program of the Mental Health Services Act.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Implemented two student recruitment programs to promote the County as employer of choice to local educational communities, meeting target.

- Expanded training development capacity via the County's Learning Management System (LMS) from two to three Agency divisions to better support development of knowledge workers, meeting target.
- Implemented job specific compliance training for three Agency divisions (an increase of two) via LMS to ensure their knowledge of regulations remains current and relevant.

### Required Discipline – Information Technology

- Trained and supported 14 representatives from all (20) HHSA regions and divisions to create, maintain and update content on their Internet pages using a new Web publishing tool.
- Increased use of Web-based referral systems from 18% (27,414 of 148,195 last year) to 26% (40,846 of 155,994 this year) of the external referrals received annually.
- Reduced records storage space by 15% (from 28,109 to 23,893 boxes) to increase efficiency by improving records management, above target of 10% reduction.

## 2010-12 Objectives

### Required Discipline – Fiscal Stability

- Complete 20 comprehensive financial focused compliance reviews of HHSA contractor organizations to support accountability of public funds by the Agency's contractors.
- Decrease the number of returned/denied Medicare claims by an additional 10% over Fiscal Year 2009-10 11% error rate to maximize receipt of external revenues.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Expand training development capacity via the LMS from three to four Agency divisions to better support development of knowledge workers.
- Implement job specific compliance training from three to four Agency divisions via LMS to ensure their knowledge of regulations remains current and relevant.

### Required Discipline – Information Technology

- Increase use of Web-based referral systems from 26% to 30% (from 40,846 to 46,798) of the estimated 155,994 external referrals received annually.
- Reduce records storage space by 20% (from 23,893 to 19,114 boxes) to increase efficiency by improving records management.

## Related Links

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web site at http://www.sdcounty.ca.gov/hhsa/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Completed comprehensive fiscal-compliance reviews[1, 2] | N/A | N/A | 20 | 20 | 20 |
| Decrease in returned/denied Medicare claims[3] | N/A | 10% | 69% (from 36% [676 of 1,873] to 11% [158 of 1,417]) | 10% over Fiscal Year 2009-10 | 10% over Fiscal Year 2010-11 |
| LMS training capacity among Agency regions and divisions | 2 | 3 | 3 | 4 | 5 |
| Job specific compliance training, via LMS, among Agency regions and division | 1 | 3 | 3 | 4 | 5 |
| Increase average use of Web-based referral systems | 18% of 148,195 | 25% of 148,195 | 26% of 155,994 | 30% of 155,994 | 35% of 155,994 |
| Reduction in records storage space | 9% (from 30,996 to 28,109 boxes) | 10% (from 28,109 to 25,298 boxes) | 15% (from 28,109 to 23,893 boxes) | 20%[4] (from 23,893 to 19,114 boxes) | 20%[4] (from 19,114 to 15,291 boxes) |
| Increase in contractor fiscal reviews conducted [2, 5] | 5% (from 93 to 98) | 5% (from 98 to 103) | 12% (from 98 to 110) | N/A | N/A |
| Regions' and Divisions' Internet pages reviewed for current and accurate content[6] | 100% of 20 | 100% of 20 | 100% of 20 | N/A | N/A |

*Table Notes*

[1] Effective Fiscal Year 2010-11, this measure about "in-depth fiscal compliance review" replaces the measure about "contractor fiscal reviews" to better reflect strategic priorities.

[2] A comprehensive financial focused compliance review consists of testing financial material, review of contractor financial systems and controls, and observation of contractor systems, activities, and processes. A review can range from one month to nine months to complete.

[3] The number of Medicare claims is not known at the beginning of a fiscal year since it is based on events yet to happen.

[4] The target for this measure is aligned to required record retention periods.

[5] Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Net decrease of 17.00 staff years.

- Administrative Support reduced 17.00 staff years to mitigate loss of revenue from the decline in the economy and loss of State funding, and as a result of the proposal to reorganize and consolidate media activities from various County departments into the new County Communications Office.
  - Transfer in 1.00 staff year from Regional Operations to cover legislative analysis for HHSA. The reduction in Regional Operations was an administrative position in Community Action Partnership.
  - Transfer out 7.00 staff years to the ACCESS Center in Strategic Planning and Operational Support to support client services associated with increased caseloads.
  - Decrease of 7.00 staff years to mitigate loss of revenue.
  - Decrease of 4.00 staff years in the HHSA Office of Media and Public Affairs as a result of the proposal to reorganize and consolidate media activities from various County departments into the new County Communications Office.

### Expenditures

Net increase of $2.7 million.

- Salaries and Benefits — decrease of $0.6 million due to the reduction of 17.00 staff years, partially offset by negotiated wage and benefit increases.
- Services and Supplies — increase of $3.4 million.
  - Increase of $2.5 million for one-time costs associated with peripheral relocations related to the County Operations Center (COC) capital project.
  - Increase of $1.0 million for one-time Innovation projects, business process reengineering (BPR), information technology and imaging projects.
  - Increase of $0.8 million for information technology costs to support Agency operations.
  - Increase of $0.7 million for Public Liability insurance.
  - Increase of $0.4 million for media and public relation support from the new County Communications Office (this increase is offset by savings in reduced staff years).
  - Decrease of $1.0 million for major maintenance projects to align with available funding.
  - Decrease of $0.7 million in printing costs achieved through electronic imaging and other efficiencies.
  - Decrease of $0.3 million in various services and supplies to align budget with historical actuals.
- Capital Assets Equipment — decrease of $0.1 million as there are no capital assets equipment purchases planned for Fiscal Year 2010-11.

### Revenues

Net increase of $2.7 million.

- Intergovernmental Revenue — increase of $0.5 million in Realignment revenue to cover costs.
- Charges for Current Services — increase of $0.2 million for support services for the First Five Commission.
- Miscellaneous Revenues — decrease of $0.4 million to align budget with historical actuals.
- Use of Fund Balance — Net increase of $2.5 million. A total of $35.5 million budgeted for:
  - $20.0 million in management reserves due to the uncertainty of the economy and the State budget issues.
  - $5.0 million to transition from any future State enacted cuts or continued economic downturn.
  - $5.0 million for innovation fund projects which include continuous improvement projects/business process reengineering to maximize efficiencies of existing resources, electronic record storage imaging, and information technology maintenance and upgrades.
  - $3.0 million for major maintenance projects.
  - $2.5 million associated with the relocations related to the COC capital project.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $16.5 million is the result of a reduction of $17.5 million in Services and Supplies due to the elimination of one-time projects from prior year, partially offset by an increase of $1.0 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Agency Executive Office | | 26.00 | | | 22.00 | 22.00 |
| Agency Contract Support | | 18.00 | | | 18.00 | 18.00 |
| Financial Services Division | | 167.00 | | | 157.00 | 157.00 |
| Human Resources | | 81.00 | | | 78.00 | 78.00 |
| Management Support | | 9.00 | | | 9.00 | 9.00 |
| Proposition 10 | | 19.00 | | | 19.00 | 19.00 |
| Total | | 320.00 | | | 303.00 | 303.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Agency Executive Office | $ 5,284,654 | $ 41,508,928 | $ 41,735,644 | $ 4,019,001 | $ 44,772,260 | $ 27,337,447 |
| Agency Contract Support | 3,133,730 | 3,533,318 | 3,533,939 | 3,066,716 | 3,527,599 | 3,559,317 |
| Financial Services Division | 33,197,253 | 26,629,367 | 32,482,857 | 23,848,261 | 25,209,086 | 25,929,730 |
| Human Resources | 7,377,012 | 8,325,752 | 8,397,775 | 8,036,807 | 8,279,818 | 8,420,898 |
| Management Support | 9,196,571 | 8,850,362 | 9,381,304 | 11,469,362 | 9,648,131 | 9,665,765 |
| Proposition 10 | 2,116,189 | 1,941,633 | 1,941,633 | 1,971,630 | 2,088,435 | 2,131,644 |
| Total | $ 60,305,410 | $ 90,789,360 | $ 97,473,152 | $ 52,411,778 | $ 93,525,329 | $ 77,044,801 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 28,127,977 | $ 28,159,822 | $ 28,159,822 | $ 27,478,465 | $ 27,580,365 | $ 28,599,837 |
| Services & Supplies | 30,998,909 | 42,529,538 | 49,051,831 | 24,888,060 | 45,944,964 | 28,444,964 |
| Other Charges | (30) | — | — | 4,521 | — | — |
| Capital Assets Equipment | 1,178,555 | 100,000 | 261,499 | 40,732 | — | — |
| Management Reserves | — | 20,000,000 | 20,000,000 | — | 20,000,000 | 20,000,000 |
| Total | $ 60,305,410 | $ 90,789,360 | $ 97,473,152 | $ 52,411,778 | $ 93,525,329 | $ 77,044,801 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Intergovernmental Revenue | $ 5,720,357 | $ 55,067,282 | $ 55,067,282 | $ 15,323,847 | $ 55,574,135 | $ 51,072,407 |
| Charges For Current Services | 2,429,049 | 2,268,391 | 2,268,391 | 2,262,355 | 2,425,194 | 2,425,194 |
| Miscellaneous Revenues | 1,110,954 | 453,687 | 453,687 | 1,172,690 | 26,000 | 26,000 |
| Other Financing Sources | 237 | — | — | 1,518 | — | — |
| Use of Fund Balance | 51,044,813 | 33,000,000 | 39,683,792 | 33,651,369 | 35,500,000 | 22,500,000 |
| General Purpose Revenue Allocation | — | — | — | — | — | 1,021,200 |
| Total | $ 60,305,410 | $ 90,789,360 | $ 97,473,152 | $ 52,411,778 | $ 93,525,329 | $ 77,044,801 |

# County of San Diego

## Land Use and Environment Group


Land Use and Environment Group Summary & Executive Office

San Diego Geographic Information Source (SanGIS)

Agriculture, Weights and Measures

Air Pollution Control District

Environmental Health

Farm and Home Advisor

Parks and Recreation

Planning and Land Use

Public Works

# Land Use and Environment Group & Executive Office

## Group Description

*The Land Use and Environment Group's (LUEG) goal is to balance the often conflicting needs for land use planning, habitat conservation, environmental safety, public health protection and infrastructure development.*

*Staff work to encourage sustainable development, preserve and enhance the environment, provide recreational opportunities, construct and maintain critical roadway infrastructure, improve air and water quality and enforce local, State and federal laws that protect the public's health, safety and quality of life.*

## LUEG Departments

- Agriculture, Weights & Measures
- Air Pollution Control District
- Environmental Health
- Farm and Home Advisor
- Parks and Recreation
- Planning and Land Use
- Public Works

## Mission Statement

The Land Use and Environment Group unifies the County's efforts in land use, environmental protection and preservation, recreation and infrastructure development and maintenance.

## 2009-10 Accomplishments

- Continued Business Process Reengineering efforts to create efficiencies and streamline processes.
- Promoted sustainability of the region's natural resources.
  - Continued to lead in the area of sustainability by retrofitting eight County park facilities with lighting designed to cut energy use by up to 35% and by improving existing irrigation systems, designed to cut water use by 5%, at 14 parks.
  - Maintained at least 50% solid waste diversion from landfills, worked with 33 private developments with permits or permits pending that have 40,000 square feet or more of building space, to recycle construction and demolition materials. Recycled 106,689 gallons of used oil and 22,387 used oil filters.
  - Promoted water conservation in the agricultural industry through five workshops and a Web-based outreach program to 462 participants.
  - Conducted five outreach sessions for 172 attendees for businesses that handle hazardous waste and universal waste or underground storage tanks. Effectiveness was measured at each session by conducting a pre- and post-test to monitor the improvement in attendees' knowledge of the hazardous waste management laws and regulations applicable to their businesses. Success was attained based on 70% of the audience improving their scores on the post-test.
  - Small scale research on restoring natural habitats after wildfires in San Diego that began in 2006 has led to simple, low-cost techniques that have proven to eliminate invasive plants and encourage the growth of native vegetation. These results are being scaled up to several acre sites to serve as demonstrations for land managers and environmental consultants on how to restore native vegetation into dominance. Cooperators include the County Parks and Recreation Department and the California Department of Fish and Game.
- Protected residents from wildfire and other natural disasters.
  - Mitigated fire fuel hazards and maintained fire safe zones in 24 park facilities through continued implementation of vegetation management practices in Forest Area Safety Taskforce (FAST) areas.
  - Continued to collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and much needed resources to rural communities - new fire engines and water tenders and protective suits

for the County's volunteer firefighters. Specifically, a new fire engine and water tender were purchased for Warner Springs Volunteer Fire Station, a water tender was purchased for the Jacumba Volunteer Fire Station and a new fire engine was purchased for the Campo Volunteer Fire Agency. Additionally, 100 new protective suits were purchased to protect the County's volunteer firefighters.
  - Remained on schedule to reduce the risk of structure loss during wildfires and increase wildland fire protection for the residents in the unincorporated areas of the county by presenting proposed amendments to the County Subdivision Ordinance that address issues with wildfire and subdivision design to the Board of Supervisors by fall 2010.
- Ensured fiscal stability.
  - Balanced housing market fluctuations with fiscal and customer service stability.
  - Completed the first American Recovery and Reinvestment Act of 2009 (ARRA) federally funded construction project in San Diego County, The $1.8 million Gillespie Field Taxiway reconstruction project received $1.6 in federal funds. The remainder was funded by the Airport Enterprise Fund.
- Ensured fairness and equity in the marketplace.
  - Inspected 73 (91%) Certified Farmers' Markets twice a year to verify all certifiable agricultural products were California grown and ensure fair competition in the marketplace.
  - Ensured consumer's confidence that "they get what they pay for" by increasing inspections on the 6,072 registered computing scales from 70% to 100% on registered computer scales (3,886 to 6,072) and on the 1,497 registered water dispensers (921 to 497) and inspected 94% (695 of 747) of registered counter scales.
- Enhanced safety for motorists and pedestrians.
  - Awarded construction contracts for 21 (non school-related) Capital Improvement Projects in county communities that enhance safety and improve traffic flow.
  - Identified five signalized intersections to upgrade to a video-based vehicle detection system. Sought and obtained Traffic Light Synchronization Program and Highway Safety Improvement Program grant funding through application to Caltrans Federal Highway Administration Program.
- Utilized information technology to increase efficiency and streamline processes.
  - Began the development of a real-time Web-based tool enabling applicants to track the status of Air Pollution Control District permit applications throughout the processing cycle.
  - Developed multiple social media pages such as Facebook and Twitter to reach a wider range of county residents with information about Land Use and Environment Group's services and events.
  - Implemented the "one-stop-shop" building permit process including a permit center express service. This new internal routing system reduced the customer's need to hand carry applications through the permitting process, and replaced it with an internal routing system.
  - Initiated Accela implementation by fall 2009 in the Departments of Planning and Land Use, Public Works, Environmental Health and created a collaborative environment that empowers the citizens and County by increasing accessibility and transparency of information and enables the Land Use and Environment Group's business processes to deliver high-value quality services in the most efficient and timely manner.

## 2010-12 Objectives

Continue Business Process Reengineering efforts to create efficiencies and streamline processes.

- Implement a Government Without Walls program to maximize the use of mobile technology by headquartering inspectors within their assigned work areas. Government Without Walls is an initiative to reduce costs by mobilizing the workforce in nontraditional settings. Efficiencies to be realized include:
  - Reduce monthly vehicle mileage to save on fuel and maintenance costs.
  - Increase the number of inspections performed as less time is spent in the office and commuting to and from work areas.
  - Reduce the need for office space, phone lines and desktop computers.
- Promote sustainability of the region's natural resources.
  - Inspect 100% of an estimated 7,400 priority emission sources to ensure compliance with air pollution control standards. Priority emission sources include all Air Pollution Control District (APCD) permitted operations such as gas stations, auto body shops, dry cleaners and power plants.

- Install two photovoltaic systems at existing facilities to reduce County reliance on fossil fuels and reduce annual operating costs, thereby delivering a positive return on investment.
- Upgrade two park facilities with artificial turf to conserve water resources, reduce overall maintenance and provide state of the art playing fields for year-round sports programs.
- Protect a sustainable watershed.
  - Conduct 150 presentations on watersheds and water quality to high school students at 90% of unincorporated County public high schools – as a long-term strategy for achieving positive behavioral changes.
  - Conduct 350 site investigations. These investigations provide crucial data for understanding the condition of receiving waters in all eight watersheds and how they are impacted by discharges from unincorporated communities.

- Preserve and enhance the quality of life for county residents by implementing habitat conservation programs such as the Multiple Species Conservation Program (MSCP) and the Special Area Management Plan (SAMP). The MSCP and SAMP are plans that streamline the development process and facilitate the creation of viable permanent open space preserves.
  - Update the Department's Biological Guidelines for Determining Significance to identify strategy for Burrowing Owl mitigation and determine which portions of the county would be eligible for replacement habitat by summer 2010.
  - Complete the EIR and public comment period to amend the South County MSCP to obtain coverage for the endangered Quino checkerspot butterfly within the existing approved South County MSCP by June 2011.
  - Complete the draft of the SAMP by winter 2010.
- Protect residents from wildfire and other natural disasters.
  - Mitigate fire fuel hazards and maintain fire safe zones in 24 park facilities through continued implementation of vegetation management practices.
  - Improve regional leadership of the administrative functions and land use planning services related to fire and emergency medical services, while maintaining local operational control for fire and emergency medical response.
    - Continue to collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and much needed resources to rural communities, such as response apparatus and centralized dispatch.
    - Implement Phase II of the County's Fire and Life Safety Reorganization Report, which includes the merging of the four County Service Areas into the County Fire Authority – CSA 135 by June 2011.
- Utilize information technology to increase efficiency and streamline processes.
  - Continue implementation of the Accela Program throughout multiple departments in order to empower residents by increasing accessibility and transparency that enables departments to deliver high-value services in a timely manner.
  - Increase the number of public forms provided on department Web sites to improve customer service and reduce printing and mailing costs.
  - Expand the use of social media tools to engage and inform residents about services and events.
- Protect Public Health.
  - Protect public health and help prevent vector-borne disease.
    - Continue trapping rats at Port-of-Entry sites where freight is received by boat, airplane or truck from foreign origin. Conduct tests twice a year for plague and verify flea species from rats trapped in these areas.
    - Continue to trap mice (deer mice) and take blood samples 40 times during the year to survey for the presence of Hantavirus, a rare pulmonary syndrome caused by the virus.
- Ensure fiscal stability.
  - Balance housing market fluctuations with fiscal and customer service stability.
  - Implement projects using awarded American Recovery and Reinvestment Act of 2009 Funds.
  - Reorganize Sanitation and Sewer Maintenance Districts into a single Sanitation District to increase financial stability and reduce rate volatility to County ratepayers, enhance abilities to respond to emergent operational and capital needs and simplify administration of County sanitation services.

- Ensure fairness and equity in the marketplace.
  - Continue to ensure consumer's confidence that "they get what they pay for", by conducting annual inspections on major retail devices, including: registered computing scales, registered water dispensers and counter scales.
    - Inspect 500 (72%) of our 695 gas stations for compliance with petroleum signage and labeling laws.
    - Develop and conduct two outreach presentations to local merchants and retailers about price accuracy compliance.
- Enhance safety for motorists and pedestrians.
  - Enhance safety for motorists and pedestrians by awarding construction contracts for seven (non school-related) Capital Improvement Projects in county communities that enhance safety and improve traffic flow.
  - Repaint and re-mark crosswalks and roadway legends adjacent to all 116 public school locations throughout the unincorporated areas of the county. This helps keep children safe from motoring traffic around their schools and helps give kids safe routes to get to school.

## Related Links

For additional information about the Land Use and Environment Group, refer to the Web site at http://www.co.san-diego.ca.us/lueg/index.html.

## Executive Office Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

A net decrease of 0.00 staff years which includes the reduction of 1.00 staff year as a result of a decrease in general purpose revenue and the transfer of 1.00 staff year from the Air Pollution Control District to reflect the proposal to reorganize and consolidate media activities from various County departments into the new County Communications Office.

### Expenditures

Net decrease of $3.1 million.

- Salaries and Benefits — net increase of $0.4 million as a result of the deletion and transfer of one position as mentioned above partially offset by an increase due to negotiated wage and benefit increases.
- Services and Supplies — decrease of $3.7 million in the reduction of one-time costs from Fiscal Year 2009-10 primarily due to the commencement of the implementation of the Business Case Management System (BCMS) Phase III.

### Revenues

Net decrease of $3.1 million.

- Charges for Current Services — increase of $0.3 million to align the budget with anticipated actual revenues.
- Use of Fund Balance — decrease of $3.4 million due to the reduction of one-time costs from Fiscal Year 2009-10 primarily for the BCMS Phase III as mentioned above. Fund Balance of $2.2 million will be used to support one-time funding for various initiatives, e.g., consultant services for Business Process Reengineering, assistance in completing disaster claims with the State and federal governments and various BCMS projects such as an IT Business Intelligence initiative platform, development of an integrated asset management strategy, parcel genealogy module, a fleet management logic routing system and the cost of temporary staff for Phase III implementation.
- General Purpose Revenue Allocation — net decrease of $0.03 million, which reflects the management of limited County resources in the current economic environment.

## Executive Office Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $2.2 million primarily due to anticipated completion of one-time expenditures relating to Business Process Reengineering and completion of disaster claims with the State and federal governments and for BCMS projects such as, business intelligence initiative platform, an integrated asset management strategy, parcel genealogy, a fleet management logic routing system and the cost of temporary staff for Phase III implementation.

## Group Staffing by Department

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Land Use and Environment Executive Group | | 10.00 | | | 10.00 | 10.00 |
| San Diego Geographic Information Source (SanGIS) | | 6.00 | | | — | — |
| Agriculture, Weights and Measures | | 155.00 | | | 150.00 | 150.00 |
| Air Pollution Control District | | 147.00 | | | 146.00 | 146.00 |
| Environmental Health | | 283.00 | | | 285.00 | 286.00 |
| Farm and Home Advisor | | 7.00 | | | 5.00 | 5.00 |
| Parks and Recreation | | 186.00 | | | 175.00 | 175.00 |
| Planning and Land Use | | 205.00 | | | 196.00 | 196.00 |
| Public Works | | 563.00 | | | 534.00 | 534.00 |
| Total | | 1,562.00 | | | 1,501.00 | 1,502.00 |

## Group Expenditures by Department

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Land Use and Environment Executive Group | $ 3,986,769 | $ 9,459,993 | $ 5,313,316 | $ 3,998,665 | $ 6,361,312 | $ 4,179,312 |
| San Diego Geographic Information Source (SanGIS) | 980,716 | 1,140,265 | 1,127,081 | 966,368 | — | — |
| Trade and Business Development | — | — | — | 13,910 | — | — |
| Agriculture, Weights and Measures | 18,964,892 | 17,107,920 | 19,796,209 | 18,182,603 | 19,213,512 | 18,437,712 |
| Air Pollution Control District | 31,729,998 | 36,766,169 | 53,698,319 | 32,128,447 | 41,220,708 | 33,786,829 |
| Environmental Health | 36,554,536 | 41,094,195 | 46,287,527 | 35,579,176 | 49,704,300 | 43,245,244 |
| Farm and Home Advisor | 839,199 | 884,262 | 1,119,262 | 939,031 | 953,058 | 868,058 |
| Parks and Recreation | 34,463,215 | 32,949,142 | 46,165,456 | 34,044,929 | 35,469,451 | 31,060,269 |
| Planning and Land Use | 43,372,545 | 62,590,129 | 68,605,549 | 43,035,294 | 64,371,210 | 43,976,241 |
| Public Works | 204,934,122 | 225,225,954 | 341,263,917 | 192,953,444 | 276,805,070 | 180,320,516 |
| Total | $ 375,825,993 | $ 427,218,029 | $ 583,376,636 | $ 361,841,867 | $ 494,098,621 | $ 355,874,181 |

## Executive Office Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Land Use and Environment Executive Office | | 10.00 | | | 10.00 | 10.00 |
| Total | | 10.00 | | | 10.00 | 10.00 |

## Executive Office Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Land Use and Environment Executive Office | $ 3,986,769 | $ 9,459,993 | $ 5,313,316 | $ 3,998,665 | $ 6,361,312 | $ 4,179,312 |
| Total | $ 3,986,769 | $ 9,459,993 | $ 5,313,316 | $ 3,998,665 | $ 6,361,312 | $ 4,179,312 |

## Executive Office Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 1,963,963 | $ 2,047,951 | $ 2,047,951 | $ 1,315,306 | $ 2,470,295 | $ 1,996,237 |
| Services & Supplies | 2,022,806 | 7,412,042 | 2,946,553 | 2,683,359 | 3,729,017 | 2,183,075 |
| Capital Assets Equipment | — | — | 230,000 | — | 162,000 | — |
| Management Reserves | — | — | 88,812 | — | — | — |
| Total | $ 3,986,769 | $ 9,459,993 | $ 5,313,316 | $ 3,998,665 | $ 6,361,312 | $ 4,179,312 |

## Executive Office Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Charges For Current Services | $ 315,481 | $ 200,000 | $ 430,000 | $ 1,043,423 | $ 500,000 | $ 500,000 |
| Miscellaneous Revenues | — | — | — | 309 | — | — |
| Other Financing Sources | — | 212,500 | 212,500 | 212,500 | 212,500 | 212,500 |
| Use of Fund Balance | (1,117,573) | 5,577,551 | 1,200,874 | (727,509) | 2,212,000 | — |
| General Purpose Revenue Allocation | 4,788,861 | 3,469,942 | 3,469,942 | 3,469,942 | 3,436,812 | 3,466,812 |
| Total | $ 3,986,769 | $ 9,459,993 | $ 5,313,316 | $ 3,998,665 | $ 6,361,312 | $ 4,179,312 |

# San Diego Geographic Information Source (SanGIS)

## Department Description

*Beginning Fiscal Year 2010-11, this San Diego Geographic Information Source (SanGIS) Operational Plan narrative section will be consolidated with the Department of the Planning and Land Use's (DPLU) narrative section. The functions reflected in the SanGIS Operational Plan are now better described as the Land Use and Environment Group (LUEG) GIS Support section of DPLU. Discussion of SanGIS' Fiscal Year 2009-10 Anticipated Accomplishments and Performance Measures are reflected here. Please refer to the Department of the Planning and Land Use section for SanGIS information for Fiscal Years 2010-12.*

## Mission Statement

To maintain and promote the use of a regional geographic data warehouse for the San Diego area and to facilitate the development of shared geographic data and automated systems to use that data.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Improved the Geographic Information System (GIS) for the Department of Parks and Recreation by creating a new Regional Active Use Parks data layer that provides additional information to data companies. This upgrade:
  - Enables a regional perspective on parks and open space that cross jurisdictional lines.
  - Assists law enforcement agencies with enforcement of Megan's Law by mapping parkland.

### The Environment

- Developed and standardized the SanBIOS data standard for collection of biological information for the Land Use and Environment Group. This simplifies the format for recording biological observations and creates a universally comparable format in which observations from different surveys and projects can be compared. This standard was created with input from United States Fish and Wildlife Service and California Department of Fish and Game as well as an industry advisor group.
- Began collaboration with the Department of Environmental Health (DEH) on the development of a Web-based GIS editing tool that allows non-GIS staff to directly edit the locations of permitted facilities thus allowing DEH permits to be mapped faster and more efficiently.

### Strategic Initiative – Safe and Livable Communities

- Began working with County Fire Services to develop a prototype ArcGIS Server mapping application called "Community Fire Safety Survey". This application will enable end users such as volunteer fire departments and public safety groups to map, online from a Web site, critical infrastructure and details about their communities. The data can then be rolled into a larger regional data set for emergency response and planning.
- Began collaboration with the Department of Environmental Health (DEH) on development of a Web-based GIS editing tool that would allow non-GIS staff to directly edit the locations of permitted facilities thus allowing DEH permits to be mapped faster and more efficiently.
- Continued development of GIS data automatic exchange scripts for County departments so that information about zoning, permitting information and construction can be better communicated to the public through downloaded GIS data. The project is currently in test phase.

### Required Discipline – Information Technology

- Worked with multiple County departments to better develop understanding of the next generation technology that is available with ArcGIS Server. These tools allow increased customization of software to meet the business needs of individual departments in a collaboration-based system. This was accomplished through:

- Demonstration of the new online tools that are rapidly being developed by the geospatial software industry.
- Development of two applications that collaboratively use the software, showcasing its futurist capabilities. ArcGIS Server software requires departments to work as a unit rather than collections of individuals.

### Required Discipline – Continuous Improvement

- Further developed staff training plans to ensure staff in SanGIS (4) and in the LUEG GIS Support (10) are up-to-date on critical technology of Web mapping, Geodatabase editing and ArcGIS Server services.

## Related Links

For additional information about SanGIS, refer to the Web site at http://www.sangis.org.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted *See Table Note | 2011-12 Approved *See Table Note |
|---|---|---|---|---|---|
| Maps received from Recorders Office entered in the SanGIS database within 30 days [1] (Target - 100%) | 100% of 178 | 100% of 200 | 100% of 95 | See Table Note 7 | See Table Note 7 |
| New GIS Layers developed for use in Emergency Response [2] (Target – 5) | 5 | 5 | 5 | See Table Note 7 | See Table Note 7 |
| New GIS Layers developed or updated for use in Natural Resource Management [3] (Target – 2) | 4 | 2 | 4 | See Table Note 7 | See Table Note 7 |
| Layers added to the Enterprise Data Maintenance Environment [4] (Target - 5) | N/A | N/A | 7 | See Table Note 7 | See Table Note 7 |
| New parcels entered in the SanGIS landbase by end of fiscal year [5] (Target - 100%) | 100% of 4,441 | 100% of 4,500 | 100% of 2,042 | See Table Note 7 | See Table Note 7 |
| New road segments entered in the SanGIS landbase by the end of fiscal year[5] (Target - 100%) | 100% of 303 | 100% of 300 | 100% of 329 | See Table Note 7 | See Table Note 7 |
| Accuracy in automatic roads and address information samples for Quality Assurance/ Quality Control system[6] | 100% of 1,000 | 100% of 1,000 | 100% of 1,000 | See Table Note 7 | See Table Note 7 |
| Accuracy in automatic parcel information samples for Quality Assurance/Quality Control system[6] | 100% of 1,000 | 100% of 1,000 | 100% of 1,000 | See Table Note 7 | See Table Note 7 |

*Table Notes*

[1]By achieving this goal, land development (subdivisions, roads, lots, addresses) information is available to County departments for permit and land development processing for the public. Estimates are based upon the forecast for the building industry productivity.

[2] "GIS Layers" of information include the locations of skilled nursing facilities and other non-ambulatory populations which are extremely helpful in planning for community evacuations. Database is reaching mature state where additions are not being requested. As a result, it is anticipated that this measure will be removed in Fiscal Year 2011-12.

[3] "GIS Layers" include regulatory layers for stormwater or vegetation or fire severity and brush management. Database is reaching mature state where additions are not being requested.

[4] This is a new measure as of Fiscal Year 2010-11. As the Enterprise data environment matures – the layers need to be easily maintained. The Enterprise GIS data maintenance system enables County staff to quickly update data and place it back into use by staff and applications. The layers in the data warehouse, which are maintained by County staff, need to be indoctrinated into this system so that the enterprise operational applications, e.g., Business Case Management System, can have current data represented in the system.

[5] By achieving this goal, new parcel and owner information is available to County departments for permit and land development processing for the public. Parcel and road total count values vary proportionately to the economic activity of the building industry.

[6] Automatic parcel, road and address sampling is a method to assess the accuracy and precision of the land base layers. Currently there is no accuracy standard for SanGIS landbase. The amount will increase because the automated system will be in production and have higher input and output from users.

[7] Beginning Fiscal Year 2009-10 the SanGIS business unit was consolidated into one section in the Department of Planning and Land Use.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 6.00 staff years — a reduction of 1.00 staff year due to a reduction in General Purpose Revenue allocation and the transfer of 5.00 staff years as a result of the consolidation of SanGIS into the Department of Planning and Land Use.

### Expenditures

Decrease of $1.1 million due to a reduction in General Purpose Revenue allocation and to the consolidation of SanGIS into the Department of Planning and Land Use.

### Revenues

Decrease of $1.1 million due to a reduction in General Purpose Revenue allocation and to the consolidation of SanGIS into the Department of Planning and Land Use.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| San Diego Geographic Information Source (SanGIS) | | 6.00 | | | — | — |
| Total | | 6.00 | | | 0.00 | 0.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| San Diego Geographic Information Source (SanGIS) | $ 980,716 | $ 1,140,265 | $ 1,127,081 | $ 966,368 | $ — | $ — |
| Total | $ 980,716 | $ 1,140,265 | $ 1,127,081 | $ 966,368 | $ 0 | $ 0 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 405,033 | $ 666,171 | $ 666,171 | $ 511,875 | $ — | $ — |
| Services & Supplies | 575,683 | 474,094 | 460,910 | 454,492 | — | — |
| Total | $ 980,716 | $ 1,140,265 | $ 1,127,081 | $ 966,368 | $ 0 | $ 0 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Intergovernmental Revenue | $ 400,102 | $ 525,409 | $ 575,409 | $ 404,332 | $ — | $ — |
| Charges For Current Services | 142,693 | — | — | — | — | — |
| Use of Fund Balance | (108,309) | — | (63,184) | (52,820) | — | — |
| General Purpose Revenue Allocation | 546,230 | 614,856 | 614,856 | 614,856 | — | — |
| Total | $ 980,716 | $ 1,140,265 | $ 1,127,081 | $ 966,368 | $ 0 | $ 0 |

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COUNTY OF
SAN DIEGO
MDCCCLI

# Agriculture, Weights & Measures

## Department Description

*The Department of Agriculture, Weights and Measures (AWM) is part of a statewide network of County Agricultural Commissioners and Sealers of Weights and Measures created by the State legislature in the late 1800s. The agricultural programs protect the public, the environment and local agriculture by enforcing laws and regulations pertaining to pesticide use and exclusion of exotic pests. The Weights & Measures program protects consumers by performing package inspections for net quantity and verifying the accuracy of commercial weighing, measuring, counting and scanning devices.*

## Mission Statement

Agriculture: Promote the sustainability of agriculture while protecting the environment and ensuring the health and safety of all residents.

Weights and Measures: Ensure a fair marketplace by verifying products are sold by accurate weights, measures and prices.

## 2009-10 Accomplishments

### Strategic Initiative – The Environment

- Protected the county's $1.5 billion agricultural industry and the environment from damaging exotic insects, diseases and noxious non-native weeds.
  - Inspected 100% (1,955) of reported incoming high-risk commercial plant shipments.
  - Implemented the newly established detector dog surveillance team for parcel inspections at private parcel facilities which increases the capability of interceptions of illegal plants, produce or damaging pests in unmarked packages.
  - Enhanced the treatment of noxious non-native weeds by increasing treatment area by 10% (from 70 acres to 77 acres), meeting the goal.

### Strategic Initiative – Safe and Livable Communities

- Improved the oversight of structural fumigations to increase the safety for pesticide handlers and county residents by monitoring all (31) fumigation companies' compliance with the laws and regulations related to the safe use of handling pesticides, meeting the goal.
- Ensured fairness and equity in the marketplace.
  - Ensured consumer's confidence that "they get what they pay for", by increasing inspections on the 6,072 registered computing scales from 70% to 100% (3,886 to 6,072) and on the 1,497 registered water dispensers (921 to 1,497); and inspected 94% (695 of 741) of the registered counter scales.
  - Completed 73 (91%) Certified Farmers' Markets inspections twice a year to verify all certifiable agricultural products are California grown and ensure fair competition in the marketplace, meeting the goal.
- Prevented the entry of exotic dangerous plant and pest threats into San Diego County and the United States.
  - Performed ten border blitzes and other enforcement operations in conjunction with Department of Homeland Security and California Department of Food and Agriculture to intercept dangerous plant and pest threats, exceeding the target of six, due to increased collaboration with United States Customs and Border Protection.
  - Collaborated with the United Stated Department of Agriculture's Smuggling Interdiction and Trade Compliance in four investigative operations to uncover illegal pathways for importing plant material and produce, exceeding the goal of two.
- Decreased the turnaround time for the Hantavirus test results by 50% (from 2 weeks to 1 week) to protect public health.
- Completed 100% (225) of tests for West Nile Virus within one week.

### Required Discipline – Regional Leadership

- The Agricultural Commissioner worked cooperatively with local nurseries and citrus industry stakeholders in addition to State and federal agencies to eradicate destructive insects that have the potential to adversely affect agriculture commerce through the following:
  - Served as President-Elect in the California Agricultural Commissioner and Sealers' Association.
  - Coordinated efforts with the California Citrus Research Board and San Diego County Farm Bureau to eradicate Asian Citrus Psyllid (ACP) – a new invasive insect that has the potential to transmit Huanglongbing (HLB), a disease that endangers California's citrus industry. Presentations were made to the California Citrus Research Board, at San Diego County Farm Bureau seminars, California Association of Pest Control Advisors, Senior Scholars lecture and an ACP/HLB identification training to 137 participants.

## 2010-12 Objectives

### Strategic Initiative – The Environment

- Protect the county's $1.5 billion agricultural industry and the environment from damaging exotic insects, diseases and noxious non-native weeds.
  - Reduce environmental risk by providing outreach to community and industry regarding California quarantine requirements.
  - Conduct seven Detector Dog Team outreach activities for schools, plant hobbyists and related industry groups to provide information and raise awareness about protection of regional agriculture.
  - Create an informational flyer to be inserted into all parcels inspected as a result of Detector Dog Team activities.
  - Implement the American Recovery and Reinvestment Act (ARRA) grant for the treatment and removal of invasive weeds at 36 sites which will provide additional seasonal employment for 1.5 staff.
  - Integrate a countywide preventative release program of sterile Mediterranean Fruit Flies with the current pest detection program while maintaining current trapping efficiencies.

### Strategic Initiative – Safe and Livable Communities

- Develop a Pesticide Drift Protocol, to manage the risk of exposure of an unintentional drift of pesticides outside targeted areas, for inclusion in the San Diego County Emergency Response Area Plan, by June 2011, to comply with State requirements. This will help first responders meet the health and safety needs of county residents.
- Ensure fairness and equity in the marketplace.
  - Inspect 500 (72%) of our 695 gas stations for compliance with petroleum signage and labeling laws.
  - Enhance enforcement presence and supplement monitoring of gas station accuracy by conducting 50% of complaint investigations as undercover test purchases during weekends and evenings.
  - Develop and conduct two outreach presentations to local merchants and retailers about price accuracy compliance.
- Continue to ensure consumer's confidence that "they get what they pay for", by conducting annual inspections on major retail devices, including: registered computing scales, registered water dispensers and counter scales.

### Required Discipline – Continuous Improvement

- By June 2011, develop and implement a plan to maximize staffing resources by cross utilizing inspectors between the Pesticide Regulation and Plant Health and Pest Prevention Programs in order to meet each program's seasonal needs without hiring temporary workers.
- Implement a Government Without Walls program by June 2011, to maximize the use of mobile technology by headquartering inspectors within their assigned work areas. Government Without Walls is an initiative to reduce costs by mobilizing the workforce in nontraditional settings. Efficiencies to be realized include:
  - Reduce monthly vehicle mileage to save on fuel and maintenance costs.
  - Increase the number of inspections performed as less time is spent in the office and commuting to and from work areas.
  - Reduce the need for office space, phone lines, desktop PCs and Local Area Network (LAN) lines.
- Develop and implement a plan by June 2011 to redistribute the annual device registration and payment processing workload to alleviate the need for hiring temporary staff. Devices are commercially-used weighing and measuring apparatus, which includes gas pumps, scales, water dispensers and utility submeters such as gas, water and electric.
- Develop and implement a plan by June 2011 to centralize the registration payment processing function to improve efficiency and accountability. Currently the payments are processed at the program level.

### Required Discipline – Information Technology

- Improve efficiency by automating and streamlining the enforcement and administrative civil penalty process across four divisions/programs thus providing improved workflow, increasing accuracy and assuring timeliness.
- By June 2011, develop a plan for providing customers with the ability to manage their accounts, pay fees and print registrations from their home or business through the use of the Web-based application Accela Citizen Access.

### Required Discipline – Essential Infrastructure

- Prepare for and transition to the remodeled Hazard Way Topaz buildings within the County Operations Center by June 2011. The relocation to this facility will enable the department to consolidate service functions.

### Required Discipline – Regional Leadership

- The Agricultural Commissioner will take a leadership role in the California Agricultural Commissioner and Sealers' Association (CACASA) by striving to accomplish the following:
  - Serve in the following capacities of CACASA:
    - President.
    - Board of Directors.
    - Legislative Committee - Sunset Extension for Weights & Measures Device Registration and Structural Fumigation Fee.
    - Nursery industry roundtable.
  - Change the Minimum Statewide Qualifications for entrance to the Agricultural Inspector Exams to improve recruitment and technical skills.
  - Serve as the CACASA representative at the federal level on bills and proposals for:
    - Early Pest Detection and Surveillance - Farm Bill 10201.
    - Insect Detection Appropriation.
    - Pest Exclusion Appropriation – Canine Inspection Teams.
- Lead a coordinated effort to prevent destructive pests and plant diseases that affect agriculture commerce by working cooperatively with the local industry on:
  - Asian Citrus Psyllid/Huanglongbing - an insect vector and disease that kills citrus.
  - Diaprepes Root Weevil – a beetle that attacks the roots and leaves of 270 plant species.
  - Gold Spotted Oak Borer - a new invasive species to San Diego County which attacks native oak trees.
  - Tomato Yellow Leaf Curl Virus – an insect-borne virus that attacks tomatoes and peppers.
  - Mediterranean Fruit Fly – an invasive insect that attacks over 250 plant species including San Diego County crops of avocados, tomatoes and citrus.

## Related Links

For additional information about Agriculture, Weights and Measures, refer to the Web site at http://www.sdcounty.ca.gov/awm/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Necropsy submissions in which a preliminary diagnosis was determined within 48 hours of necropsy to enhance customer service and control the spread of disease[1] | 95% of 596 | 95% of 600 | 100% of 52[1] | N/A[1] | N/A[1] |
| Conduct tests of vector host for West Nile Virus and obtain results within one week[2,3] | N/A | 100% of 700 | 100% of 225[2] | N/A[3] | N/A[3] |
| Plant and insect samples diagnosed within two weeks of submission | 100% of 63,065[4] | 100% of 10,000 | 100% of 39,157[4] | 100% of 20,000[4] | 100% of 20,000 |
| Protect San Diego agriculture by: | | | | | |
| — Plant shipments certified by Pierce's Disease Control Program that arrive at destination with no viable life stages of the Glassy-Winged Sharpshooter[5] | 97% of 1,614[6] | 98% of 1,200 | 99% of 1,462 | 99% of 1,462 | 99% of 1,462 |
| — Reported incoming commercial plant shipments from high-risk states that are inspected | 100% of 1,988[7] | 100% of 1,200 | 100% of 1,955 | N/A[7] | N/A |
| Pesticide illness investigations completed within State guidelines of 120 days | 95% of 76 | 100% of 56 | 74% of 67[8] | 100% of 67 | 100% of 67 |
| Annual fumigation inspections | N/A | 80% of 260 | 100% of 260 | 100% of 260 | 100% of 260 |
| Number of initial annual inspections for following retail devices: | | | | | |
| — Fuel meters inspected | 100% of 19,835 | 100% of 19,835 | 98% of 19,835 | 100% of 19,835 | 100 % of 19,835 |
| —Taximeters inspected | 100% of 1,403 | 100% of 1,403 | 100% of 1,464 | 100% of 1,464 | 100% of 1,464 |
| — Registered water dispensers inspected | 78% of 1,317 | 80% of 1,317 | 100% of 1,497 | 90% of 1,497 | 90% of 1,497 |
| — Registered computing scales inspected | 71% of 5,552 | 80% of 5,552 | 100% of 6,072 | 90% of 6,072 | 90% of 6,072 |
| — Registered counter scales inspected | N/A | 70% of 730 | 94% of 741 | 80% of 741 | 80% of 741 |

*Table Notes*

[1] Effective Fiscal Year 2010-11, these functions will be transferred to the Department of Environmental Health to align with Vector-borne operational activities.

[2] This measure is driven by the number of dead birds called into the Dead Bird Hotline. Fewer birds are being reported.

[3] Effective Fiscal Year 2010-11, these functions will be transferred to the Department of Environmental Health to align with Vector-borne operational activities.

[4] The dramatic increase of plant and pest submissions in Fiscal Year 2008-09 was due to unexpected exotic pest quarantines such as Asian Citrus Psyllid and Mediterranean Fruit Fly (Medfly). It is anticipated the pests will be eradicated or sharply contained so the projections for Fiscal Years 2010-11and 2011-12 reflect previous historical actuals.

[5] Glassy-winged Sharpshooter is a vector Pierce's Disease, which is fatal to grapevines.

[6] Increased inspections in Fiscal Year 2008-09 were due to financially strapped nurseries liquidating their inventory.

[7] Plant nurseries are shipping fewer plants due to less demand so this measure will no longer be reported effective Fiscal Year 2010-11.

[8] Nineteen cases were complex investigations and required additional time to complete.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 5.00 staff years. Transfer of the Veterinary Diagnostics Laboratory staff to the Department of Environmental Health (DEH) effective Fiscal Year 2010-11 due to operational changes to focus on vector-borne activities such as West Nile Virus.

### Expenditures

Net increase of $2.1 million.

- Salaries and Benefits — net increase of $0.1 million.
  - Increase of $0.8 million primarily due to additional funding for temporary staffing for Pest Detection and Plant Health and Pest Prevention contracts and negotiated wage and benefit increases offset by a decrease of $0.7 million from the reduction of 5.00 staff years as described above.
- Services and Supplies — net increase of $1.3 million.
  - Increase of $0.4 million due primarily to costs associated with contracted services, facilities maintenance and information technology.
  - Increase of $0.9 million rebudgeted one-time costs related to the Business Case Management System (BCMS) enhancements for the Accela mobile wireless upgrade and essential management reports.
- Expenditure Transfers and Reimbursements — increase of $0.7 million due to the deletion of Cost Applied Reimbursement from the Department of Environmental Health for West Nile Virus diagnostic lab services provided by the Veterinary Diagnostics Laboratory. This program will be transferred to the Department of Environmental Health. Since Cost Applied is a reimbursement, this results in a $0.7 million increase in expenditures.

### Revenues

Net increase of $2.1 million.

- Intergovernmental Revenue — net increase of $1.4 million.
  - Increase of $0.4 million in Unclaimed Gas Tax revenue due to recent legislative changes that increased the County's return on eligible net cost.
  - Increase of $1.0 million due to an increase of $0.1 million in weed and pest management services and $0.9 million for trapping services in the Pest Detection contract related to the 2008 Farm Bill section 10201 legislation that proposes to minimize the risks of the introduction and spread of invasive harmful insect pests and Plant Health and Pest Prevention Contract for an additional detector dog surveillance team.
- Charges for Current Services — decrease of $0.1 million due primarily to a change in operational needs in the Veterinary Diagnostics Laboratory to focus on vector-borne activities. As a result discretionary non-agricultural veterinary services will no longer be provided.
- Use of Fund Balance — increase of $0.9 million due to rebudgeted Use of Fund Balance for enhancements of the Business Case Management System.
- General Purpose Revenue Allocation — decrease of $0.1 million, which reflects the impact from the downturn in the overall economy. This reduction will limit the ability to conduct regulatory compliance assessment to mitigate health risks associated with restricted material pesticide use.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $0.8 million is due primarily to reduction in one-time funding related to enhancement of the Business Case Management System partially offset by an increase of $0.3 million in Salaries and Benefits primarily for retirement contributions and negotiated flexible spending credit increase.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Agriculture, Weights and Measures | | 155.00 | | | 150.00 | 150.00 |
| Total | | 155.00 | | | 150.00 | 150.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Agriculture, Weights and Measures | $ 18,942,467 | $ 17,070,920 | $ 19,759,209 | $ 18,163,934 | $ 19,176,512 | $ 18,400,712 |
| Fish and Wildlife Fund | 22,425 | 37,000 | 37,000 | 18,669 | 37,000 | 37,000 |
| Total | $ 18,964,892 | $ 17,107,920 | $ 19,796,209 | $ 18,182,603 | $ 19,213,512 | $ 18,437,712 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 14,635,219 | $ 14,347,386 | $ 13,849,945 | $ 13,440,986 | $ 14,452,102 | $ 14,751,170 |
| Services & Supplies | 4,695,055 | 3,362,534 | 5,868,264 | 4,757,363 | 4,673,410 | 3,648,542 |
| Other Charges | 26,465 | 38,000 | 48,000 | 23,144 | 38,000 | 38,000 |
| Capital Assets Equipment | 36,664 | 25,000 | 695,000 | 535,758 | 50,000 | — |
| Expenditure Transfer & Reimbursements | (428,510) | (665,000) | (665,000) | (574,649) | — | — |
| Total | $ 18,964,892 | $ 17,107,920 | $ 19,796,209 | $ 18,182,603 | $ 19,213,512 | $ 18,437,712 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Licenses Permits & Franchises | $ 3,716,146 | $ 3,458,500 | $ 3,458,500 | $ 3,761,648 | $ 3,467,500 | $ 3,467,500 |
| Fines, Forfeitures & Penalties | 215,066 | 16,250 | 16,250 | 130,509 | 16,250 | 16,250 |
| Revenue From Use of Money & Property | 172 | — | — | 79 | — | — |
| Intergovernmental Revenue | 8,388,895 | 7,912,163 | 7,938,022 | 8,985,321 | 9,312,214 | 9,236,414 |
| Charges For Current Services | 648,029 | 445,609 | 445,609 | 401,546 | 359,779 | 359,779 |
| Miscellaneous Revenues | 97,472 | 110,200 | 110,200 | 104,024 | 109,400 | 109,400 |
| Use of Fund Balance | (285,284) | 20,750 | 2,683,180 | (344,972) | 920,750 | 20,750 |
| General Purpose Revenue Allocation | 6,184,395 | 5,144,448 | 5,144,448 | 5,144,448 | 5,027,619 | 5,227,619 |
| Total | $ 18,964,892 | $ 17,107,920 | $ 19,796,209 | $ 18,182,603 | $ 19,213,512 | $ 18,437,712 |

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# Air Pollution Control District

## Department Description

*The Air Pollution Control District (APCD) focuses its efforts on protecting people and the environment from the harmful effects of air pollution. Air quality is continuously monitored throughout the San Diego Air Basin and programs are developed to bring about the emission reductions necessary to achieve clean air. The APCD issues permits that limit air pollution, it adopts regulations and ensures adherence to air pollution control laws and it administers grants and funds used to reduce regional mobile source air pollutant emissions through incentive programs.*

## Mission Statement

To protect the public from the harmful effects of air pollution, achieve and maintain air quality standards, foster community involvement, and develop and implement cost effective programs meeting state and federal mandates, considering environmental and economic impacts.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Reduced school children's exposure to both cancer-causing and smog-forming air pollutants.
  - Applied for and obtained over $1.6 million in State and federal funding for Lower-Emission School Bus (LESB) programs.
  - Provided grants to 23 school districts located in the county to enable the retrofit of diesel school buses with diesel particulate matter filters or to purchase new school buses to replace older, higher emitting buses. The State suspended the release of LESB funding that resulted in fewer grant recipients than the anticipated 27 school districts.
- Provided 100% (5 of 5) of affected school districts with written reports identifying facilities emitting toxic air contaminants near planned future school sites.

### Strategic Initiative – The Environment

- Initiated specialized air quality modeling to predict San Diego's attainment year for meeting the revised federal 8-hour ozone standard and to demonstrate anticipated compliance with the attainment deadline. Completion of the modeling is delayed past Fiscal Year 2009-10 due to delays by the Environmental Protection Agency (EPA) in issuing a final ruling that identifies the required attainment year for San Diego County.
- Conducted nine training classes for 225 small business owners to assist them in complying with applicable APCD rules and regulations, exceeding the goal of eight classes.
- Monitored and evaluated the levels of ozone at nine monitoring stations throughout the county in order to determine attainment status with respect to the federal 8-hour ozone standard.
- Inspected 100% (7,420) of priority emission sources to ensure compliance with air pollution regulations. Priority emission sources include all APCD permitted operations such as gas stations, auto body shops, dry cleaners and power plants.
- Completed 100% (240) of required toxic air contaminant emission health risk assessments as part of APCD permitting activities to verify compliance of new and expanding businesses with health risk standards.
- Worked with the EPA and the State Air Resources Board (ARB) in securing approval to relocate the Kearny Mesa Air Quality Monitoring Station, which will be displaced by surrounding construction.
- Inspected 60% (484) of 801 noticed asbestos demolition and/or renovations to ensure proper handling and removal of asbestos-containing materials and to avoid human exposure to airborne asbestos fibers.

### Required Discipline – Customer Satisfaction

- The goal of issuing 80% of an estimated 820 construction permits for new or modified regulated facilities within 90 days of receipt of a completed

application was not met because of several reasons beyond the control of APCD staff resulting from the transition to a new Business Case Management System (BCMS). BCMS is still developing management reports and dashboard tools needed by management to track permit progress.

- Investigated 100% of 515 citizen complaints received and made initial contact with the citizen within one business/work day of reported complaint.
- Began the development of a real-time, Web-based tool enabling permit applicants to track the status of their applications throughout the processing cycle.

### Required Discipline – Regional Leadership

- Collaborated with lead agencies to address climate change by providing relevant air quality expertise, information and input and participated in regional strategy planning.
- Demonstrated the benefits of advanced filtration systems by retrofitting ten transborder commercial diesel trucks operating within the county to highlight the effectiveness of this equipment in reducing harmful emissions of diesel particulate matter. Exceeded the original target of eight retrofits of transborder commercial diesel trucks.
- Created a draft Ozone State Implementation Plan to demonstrate timely attainment of the federal 8-hour ozone standard through cost effective emission control measures. Finalization of the plan is delayed past Fiscal Year 2009-10 due to ongoing delays by the EPA in issuing a final ruling that identifies the required attainment year and emission control requirements for San Diego County.
- Partnered with the San Diego Industrial Environmental Association (IEA) to develop and implement a training program for regulated businesses to ensure that staff and businesses have a uniform understanding of rules to ensure applications received are complete, permit processing is more efficient and businesses are better able to adhere to the regulations. Hundreds of IEA members attended various events throughout the year, where various district staff, including the Air Pollution Control Officer gave presentations and provided training.

### Required Discipline – Information Technology

- Utilized the Business Case Management System to work toward improved efficiencies and enhanced customer service. BCMS is a newly implemented information technology system that centralizes records management and application processes. The automation of various functions to be handled by BCMS is expected to improve efficiency once fully implemented, including the following:
  - Rapid receipt of notifications about equipment breakdowns from businesses. This online reporting tool will streamline business reporting procedures, enabling APCD to conduct more timely investigations. Based on input from our regulated community, full deployment of the public facing component of BCMS will occur once enhanced security measures are configured.
  - Track adherence to internal permit application deadlines to ensure timely processing for 100% of complete permit applications submitted once the information technology system and management tools for reporting and monitoring of business functions are in place and operational. Due to variances in legacy data and evolving system configurations, fully functional caseload and management tools were not available in Fiscal Year 2009-10.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Reduce school children's exposure to both cancer-causing and smog-forming air pollution.
  - Apply for and obtain State and federal funding for Lower-Emission School Bus programs.
  - Identify and/or provide grants for an estimated eight affected school districts located in San Diego County to enable the retrofit of diesel school buses with diesel particulate filters or to purchase new school buses that will replace older, higher emitting buses.
- Provide 100% of affected school districts with written reports identifying facilities emitting toxic air contaminants near planned future school sites.

### Strategic Initiative – The Environment

- Within 12 months of EPA's final ruling to classify San Diego as a non-attainment area for the federal 8-hour ozone standard, complete and submit an Ozone State Implementation Plan to the EPA which demonstrates the timely attainment of the ozone standard through cost effective emission control measures.
- Conduct and/or host 10 training classes for businesses to assist them in understanding the applicable APCD rules and regulations.
- Begin ambient air lead (Pb) monitoring which measures the concentration of lead in the air in order to protect public health and the environment. Lead is a metal that

severely impacts human health if it is ingested or inhaled and it especially affects children. The new federal standard requires monitoring to ensure compliance.

- Inspect 100% of an estimated 7,400 priority emission sources to ensure compliance with air pollution control standards. Priority emission sources include all APCD permitted operations such as gas stations, auto body shops, dry cleaners and power plants.
- Inspect 60% of an estimated 500 asbestos demolitions/renovations where notifications are received to ensure proper handling and removal of hazardous materials.
- Complete 90% of an estimated 140 required refined toxic air contaminant emission health risk assessments within 30 days as part of APCD permitting activities to verify compliance of new and expanding businesses with health risk standards.
- Relocate the Alpine and Kearny Mesa air monitoring stations by June 2012 with minimal or no disruption in service. Both relocations are due to construction activities that would adversely impact data quality and disrupt air monitoring activities.

### Required Discipline – Customer Satisfaction

- Distribute 75% of an estimated 1,000 initial settlement letters for completed notice of violation cases within thirty days.
- Enhance the Blue Sky Innovation Award, which recognizes businesses who work to reduce their emissions of air pollutants to levels below what the law requires, by expanding it from one to three annual awards encompassing the categories of small, medium and large facilities/businesses. This will encourage improved compliance while recognizing deserving businesses.

### Required Discipline – Regional Leadership

- Collaborate with lead agencies such as the San Diego Association of Governments (SANDAG), the California Department of Transportation (CalTrans), the Port of San Diego and others to address climate change by providing relevant air quality information, expertise and input, as well as participating in regional strategy planning.
- Administer and participate in meetings of the Federal San Diego/Tijuana Air Quality Task Force, which was formed to help identify and reduce air pollution problems in the border region in order to better protect public health and the environment.
- Partner with the San Diego Industrial Environmental Association by attending or participating in three meetings and its annual conference. This partnership results in a better mutual understanding of each others challenges and the development of solutions to air quality issues through education and collaboration.

## Related Links

For additional information about the Air Pollution Control District, refer to the Web site at http://www.sdapcd.org/index.html.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Construction permits for new/modified regulated facilities issued within 90 days of receipt of a complete application [1] | 85% of 1,021 | 80% of 820 | N/A[1] | N/A | N/A |
| Scheduled equipment /facilities inspections completed [2] | 95% of 7,396 | 100% of 7,400 | 100% of 7,420 | 100% of 7,400 | 100% of 7,400 |
| All citizen complaints investigated and contact made within 24 hours of reported complaint.[3] | 100% of 644[3] | 100% | 100% of 515[3] | 100% | 100% |
| Annual number of low-polluting vehicle incentive projects completed under the mobile sources of emissions reduction programs [4] | 231 | 150 | 83[4] | 150 | 200 |
| Average number of days meeting the federal 8-hour ozone standard (3-year average) [5] | 355 | 355 | 355 | N/A[5] | N/A[5] |
| Valid ozone data collection per year [6] | N/A | N/A | N/A | 85% of data | 90% of data |

*Table Notes*

[1] The result for this measure is not available for Fiscal Year 2009-10 due to a newly implemented information system that is still under development. This system will perform advanced monitoring of statistical data. This measure is discontinued for Fiscal Year 2010-11. Once the system is fully implemented, APCD will identify new measures to better address business operations.

[2] Indicates the completion levels for inspections of air contaminant emitting equipment/facilities. Target based on commitments established with State ARB. Commitment is approximately 7,400 inspections per year, but varies annually based on changes in priorities, standards and complaints. Fiscal Year 2009-10 exceeded the target goal of 7,400 inspections.

[3] The majority of complaints from the public are due to dust-related pollution from construction and visible emissions. 100% of public complaints are investigated. APCD responds to complaints the same day if a complaint is received during the business day.

APCD has no control over the number of complaints received and cases to investigate but sets targets for the percentage of complaints that are responded to in a timely manner and thoroughly investigated as a measure of internal department performance standards. The average annual number of complaints received over the past three years is 542.

[4] Indicates the number of projects funded under the mobile sources of emission reduction programs that are completed in a specific fiscal year. Funded projects may take up to three years to complete. Actuals include projects funded in prior fiscal years and completed in subsequent fiscal years. The number of completed projects decreased in Fiscal Year 2009-10 due to the suspension in State funding of the Goods Movement Emission Reduction and School Bus programs effective December 2008. The State reinstated partial funding for these programs in 2009 and 2010. As a result, completed projects are expected to increase in Fiscal Years 2010-11 and 2011-12.

[5] In March 2008, the Environmental Protection Agency strengthened the 8-hour ozone standard from 0.080 to 0.075 parts per million to improve air quality. Using the new standard, the 3-year average of meeting the 8-hour standard is projected to remain the same as in Fiscal Year 2007-08, reflecting an improvement in air quality from prior fiscal years. This measure is being discontinued beginning Fiscal Year 2010-11. The emission of air pollutants contributing to the formation of ozone does not fluctuate significantly from year to year. However, the standard is affected by emission and meteorology. Meteorology plays a significant role in meeting the standard.

[6] This is a new measure beginning in Fiscal Year 2010-11. The EPA requires 75% data capture to designate valid data. APCD projects to exceed this goal by at least 10% in Fiscal Year 2010-11and has a target goal of 85%, and then 90% goal in Fiscal Year 2011-12.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 1.00 staff year due to the transfer of the position to the Land Use and Environment Group Executive Office in conjunction with the proposal to reorganize and consolidate media activities from various county departments into the new County Communications Office.

### Expenditures

Net increase of $4.45 million.

- Salaries and Benefits — increase of $0.3 million for negotiated wage and benefit increases.
- Services and Supplies — decrease of $0.3 million due to adjustments made to align resources with operating needs.
- Other Charges — increase of $4.1 million for low-polluting vehicle incentive projects as a result of anticipated new revenue generated by an increase in the Motor Vehicle Emission Reduction Fee (MVERF) per registered vehicle in San Diego County and the rebudgeting of previously suspended State grants for these incentive projects due to the anticipated release of the funds.
- Capital Assets Equipment — decrease of $0.1 million due to completion of grant funded purchases.
- Operating Transfers Out — increase of $0.4 million due to anticipated administrative costs for incentive projects.

### Revenues

Net increase of $4.45 million.

- Licenses, Permits & Franchises — increase of $0.4 million due to an operational change in posting the categories of revenue.
- Revenue from Use of Money and Property — decrease of $0.06 million due to projected lower interest earnings.
- Intergovernmental Revenue — net increase of $5.3 million due to the projected revenue of $5.0 million from the increase of $2 in MVERF per registered vehicle in San Diego County, an increase in $2.3 million for the rebudgeting of anticipated incentive program funds that were previously suspended by the State and the rebudgeting of $0.6 million in unspent American Recovery and Reinvestment Act (ARRA) funds offset by a decrease of $2.6 million in completed incentive program projects.
- Charges for Current Services – decrease of $0.1 million to reflect historical trends in various revenue and services.
- Miscellaneous Revenues — decrease of $0.3 million due to an operational change in posting the categories of revenues.
- Other Financing Sources — increase of $0.4 million due to an increase in Operating Transfers from other Districts for anticipated administrative costs for incentive projects.
- Use of Fund Balance — net decrease of $1.2 million due to the deletion of $1.3 million in the Air Quality Improvement Trust fund balance as a revenue source as a result of increased ongoing annual revenue from MVERF, a decrease of $0.3 million in the Air Pollution Control Fund due to completion of the BCMS purchase and a decrease in planned vehicle purchases and a decrease of $0.6 million in grant matching funds in the Goods Movement Emissions Reduction Program due to completion of related incentive projects offset by an increase of $1.0 million in ARRA grant matching funds from the General Mitigation Fund.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $7.4 million due to the projected completion in Fiscal Year 2010-11 of funding for low-polluting vehicle incentive projects using $6.0 million of State funds, $1.2 million of match funds and $0.6 million of ARRA funds offset by an increase of $0.4 million in Salaries and Benefits primarily for retirement contributions and negotiated flexible spending credit increases.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Air Pollution Control District Programs | | 147.00 | | | 146.00 | 146.00 |
| Total | | 147.00 | | | 146.00 | 146.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Air Pollution Control District Programs | $ 31,729,998 | $ 36,766,169 | $ 53,698,319 | $ 32,128,447 | $ 41,220,708 | $ 33,786,829 |
| Total | $ 31,729,998 | $ 36,766,169 | $ 53,698,319 | $ 32,128,447 | $ 41,220,708 | $ 33,786,829 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 14,690,430 | $ 15,454,818 | $ 15,454,818 | $ 14,301,770 | $ 15,804,020 | $ 16,157,641 |
| Services & Supplies | 4,517,997 | 3,547,000 | 4,229,748 | 4,139,113 | 3,255,166 | 3,255,166 |
| Other Charges | 5,896,773 | 11,411,488 | 27,366,450 | 7,651,970 | 15,508,920 | 7,819,828 |
| Capital Assets Equipment | 364,129 | 315,000 | 200,312 | 141,376 | 215,000 | 165,000 |
| Operating Transfers Out | 6,260,668 | 6,037,863 | 6,446,992 | 5,894,219 | 6,437,602 | 6,389,194 |
| Total | $ 31,729,998 | $ 36,766,169 | $ 53,698,319 | $ 32,128,447 | $ 41,220,708 | $ 33,786,829 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Licenses Permits & Franchises | $ 7,169,978 | $ 7,918,270 | $ 7,918,270 | $ 5,358,429 | $ 8,279,842 | $ 8,681,871 |
| Fines, Forfeitures & Penalties | 1,392,266 | 900,000 | 900,000 | 1,765,130 | 900,000 | 900,000 |
| Revenue From Use of Money & Property | 435,148 | 110,000 | 110,000 | 174,807 | 50,000 | 50,000 |
| Intergovernmental Revenue | 9,498,030 | 18,208,189 | 28,043,774 | 19,401,537 | 23,526,746 | 16,964,246 |
| Charges For Current Services | 704,963 | 460,518 | 460,518 | 1,454,538 | 352,518 | 352,518 |
| Miscellaneous Revenues | 689,982 | 450,000 | 450,000 | 165,417 | 158,000 | 158,000 |
| Other Financing Sources | 6,260,998 | 5,825,363 | 6,234,492 | 5,689,106 | 6,225,102 | 6,176,694 |
| Use of Fund Balance | 5,578,632 | 2,893,829 | 9,581,266 | (1,880,517) | 1,728,500 | 503,500 |
| Total | $ 31,729,998 | $ 36,766,169 | $ 53,698,319 | $ 32,128,447 | $ 41,220,708 | $ 33,786,829 |

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# Environmental Health

## Department Description

*The Department of Environmental Health (DEH) enhances San Diegans' quality of life by protecting public health and safeguarding environmental quality, through the enforcement of local, State and federal laws. DEH regulates the following: retail food safety; public housing; public swimming pools; small drinking water systems; on-site wastewater systems; generation, storage and on-site treatment of medical and hazardous waste; hazardous materials; as well as underground and aboveground storage tanks. In addition, DEH serves as the Solid Waste Local Enforcement Agency and prevents diseases carried by rats and mosquitoes.*

## Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws. Our goal is "Healthy People in Healthy Communities Free from Disease due to the Environment."

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Responded to 100% (15 of 15) of the reports from the County Department of Public Health Services of elevated blood lead levels in children within 24 hours to two weeks depending on the blood lead level reported.
- Educated 5,707 primary and/or secondary school students regarding awareness and protection from mosquito-borne diseases and other vector-related diseases. Conducted five outreach sessions for 1,250 school age students regarding hazardous materials and careers in environmental health.

### Strategic Initiative – The Environment

- Continued the implementation of the Aboveground Petroleum Storage Act (APSA) to protect the county's citizens and natural resources from aboveground petroleum storage tank spills.
  - Created online training for APSA. This Web-based course instructs business representatives on the APSA regulatory requirements that apply to their facilities.
  - Inspected 35% (214 of 600) of facilities subject to APSA. Exceeded the initial goal of 30%.

- Conducted five outreach sessions to 172 attendees for businesses that handle hazardous materials, hazardous waste or underground storage tanks. Effectiveness was measured at each session by conducting a pre- and post-test to monitor the improvement in attendees' knowledge. Success was attained based on 70% of the audience improving their scores on the post-test.
- Decreased inspection frequency of biotech/biomedical facilities from once every 18 months to once every 36 months for an additional three facilities (a total of 63 out of 317 permitted facilities) as part of the Education, Process Improvements and Compliance for Environmental Risk Reduction (EPIC+) program. Attendance at an annual workshop and two or fewer violations per inspection are required for reduced inspection frequency.
- The goal to review all new well construction logs within an average time of 30 days of submittal will not be met due to staff reassignments as a cost containment measure. Review of well construction logs is now completed as part of routine work.

### Strategic Initiative – Safe and Livable Communities

- Promoted pool safety for swimmers and ensured that all public swimming pools under permit are maintained in a safe and healthful condition.
  - Reduced the incident rate (213 violations per 1,000 inspections) of major chlorine violations found at public swimming pools by 14% from the previous year's total (249 violations per 1,000 inspections), exceeding the goal of a 5% reduction.
  - Developed a Public Swimming Pool Operator Guidebook and made it available online.

- Began a dialogue with the San Diego County Aquatic Council to develop an educational training program.
- Held a pool safety event highlighting the new anti-entrapment law during Recreational Water Illness Prevention week. Also participated in an event promoting child water safety in Santee with SafeKids, International.

- Protected public health and helped prevent vector-borne disease.
  - Continued trapping rats at Port-of-Entry sites where freight is received by boat, airplane or truck from foreign origin. Tested for plague and verified flea species from rats trapped in these areas. No plague was detected.
  - Exceeded goal to trap mice and take blood samples 36 times during the year to survey for the presence of Hantavirus, a rare pulmonary syndrome caused by the virus. Trapping was completed 82 times during the year with a total of 621 mice trapped and 26 testing positive for Hantavirus.
  - Placed eight residential sharps collection kiosks in unincorporated communities allowing residents convenient access for sharps waste disposal. Sharps waste includes needles, syringes and lancets. New legislation prohibited home generated sharps being disposed of in the trash.

### Required Discipline – Customer Satisfaction

- Maintained an average plan review cycle time of 10 working days or less for new retail food and public swimming pool projects. State law requires 20 days; department goal was to take 50% less time for review than the State law requires. Over the year the average review time was 9.2 working days for all plans. The average slightly increased during the last two months due to a major influx of plans submitted to comply with the July 1, 2010 deadline to conform to the Assembly Bill (AB) 1020, *Public swimming pools: anti-entrapment devices and systems* mandate for retrofitting public pools.
- Responded to complaints about mosquitoes, rats and flies through actual or scheduled field response within two days 68% of the time (1,085 of 1,599) to reduce exposure to diseases and improve customer service. The goal of 100% was not met due to an increase in green pools related to housing market foreclosures. Delays in gaining access to these vacant homes created an inability to respond within the two-day goal.
- Reduced public exposure to vector-borne diseases and improved customer service by completing inspections or treatments 97% of the time within five working days of receiving a complaint.

### Required Discipline – Continuous Improvement

- Completed review and approval of plan check permits for installation, repair and removal of Underground Storage Tanks (USTs) for 96% of plans (384 of 400) within 10 working days of receiving the complete application.
- Revised the Recycled Water Plan Check and Inspection Manual to include updated information and regulations for safe use of recycled water by purveyors and customers, such as the safe use of recycled water in decorative fountains. At the request of industry, the manual will be sent out for public comment prior to posting on the department's Web site.
- The engineer's design packet which was to include design criteria for alternative on-site wastewater treatment systems has not been completed due to delay in the implementation of statewide regulations for on-site wastewater treatment systems as required by AB 885, *On-site Wastewater Treatment Systems*.
- Developed an annual operating permit for alternative on-site wastewater treatment systems and completed the guidelines and procedures for permitting all existing and new alternative systems. The annual operating permit will allow for the required monitoring of alternative systems to ensure no impacts to public health or the environment.
- Developed a deposit account mechanism for funding of the Voluntary Assistance Program to eliminate the quarterly billing process and provide a better tracking of time and cost when working on these projects.
- Implemented four Business Process Reengineering (BPR) efforts to reduce duplication and costs of data system conversion and operation. Reduced number of complaint systems from 7 to 1; number for plan check systems from 8 to 2; the number of inspection processes from 25 to 5 and the number of permit systems from over 100 to less than 30.

### Required Discipline - Information Technology

- Imaged records associated with septic system designs and installations (three-year goal of 63,000 records). Due to staffing reductions, only 30,000 files were completed by the end of this fiscal year which was short of the goal of 38,000 files. The project will need to be extended to four years with a projected completion date of June 2012. By imaging the existing files they

will be more readily available at any of the Environmental Health offices and eventually online to the public.

- Worked with the State, local stakeholders and information technology providers to continue the gradual implementation of the California Environmental Reporting System for hazardous materials inventory. This system will allow businesses to report their inventories online and increase the speed and accuracy of hazardous materials reporting that is vital for effective emergency response.
- The goal to provide Web access to Site Assessment and Mitigation (SAM) records will not be met this year due to staff reductions in the SAM program which delayed completion of the project to image all records. The imaging project is expected to be completed by June 2011 at which time online public access to the records can be made available instead of coming to a department office to review the hard copy of the file.
- Piloted a new digital inspection program for Solid Waste inspections which allowed for the reduction of paper. The percentage of inspections reports of facilities, operations and disposal sites sent electronically to the state and operations was 75% (1, 535 of 2,044).
- Reduced paper use by approximately 30,000 pages by sending copies of Hazardous Materials Division (HMD) enforcement cases to interested parties electronically instead of copying and mailing them during Fiscal Years 2008-09 and 2009-10.
- Expanded the use of e-mail updates for the public and stakeholders through GovDelivery and promoted the Hazardous Material Division Web site by encouraging stakeholders at every workshop to subscribe for e-mail updates and visit the Web site to review workshop presentations.
- Started posting information for the public and stakeholders at the newly created Department of Environmental Health Facebook page.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Respond to 100% of reports from the County Department of Public Health Services of elevated blood lead levels in children within 24 hours to two weeks, depending on the blood-lead level reported.
- Educate children on awareness and protection from mosquito-borne diseases and other vector-related diseases; proper disposal of household hazardous, electronic and universal wastes; awareness of hazardous materials and careers in environmental health by conducting outreach presentations to primary and/or secondary school children at school or other outreach events each year (2,000 students).

### Strategic Initiative – The Environment

- Continue working toward full implementation of the Aboveground Petroleum Storage Act (APSA) to protect the county's citizens and natural resources from aboveground petroleum storage tank releases.
  - Continue partnership with APSA workgroup stakeholder group for full implementation of the APSA and establishment of APSA fees to attain cost recovery for program implementation by June 2011.
  - Inspect an additional 35% (210 of 600) of facilities subject to the APSA by June 2011, and an additional 30% (180 of 600) by June 2012. This will result in a total of 95% (570 of 600) facilities inspected by June 2012.

### Strategic Initiative – Safe and Livable Communities

- Reduce the incident rate of major chlorine violations found at public swimming pools from 237 to 225 (5%).
- Protect public health and help prevent vector-borne disease.
  - Continue trapping rats at Port-of-Entry sites where freight is received by boat, airplane or truck from foreign origin. Conduct tests twice a year for plague and verify flea species from rats trapped in these areas.
  - Continue to trap mice (deer mice) and take blood samples 40 times during the year to survey for the presence of Hantavirus, a rare pulmonary syndrome caused by the virus.

### Required Discipline – Customer Satisfaction

- Maintain average plan review cycle times for new retail food and public swimming pool projects at average time levels that are 50% less than required by California law.
- Complete the review and approval/disapproval of plan check permits for installation, repair and removal of Underground Storage Tanks (UST) for 95% (380 of an estimated 400) of plans within 10 working days. This goal will improve customer service by ensuring that UST contractors will have a timely review of their projects; additionally, this measure will protect the environment from contamination due to leaks from USTs.

- Respond to complaints about mosquitoes, rats and flies by contacting 95% of complainants within 3 days.
- Complete 95% of mosquito control Requests for Service within 21 days or less after initial contact.
- Develop online plan check processes for water well and recycled water which will save customers time and money associated with travel, postage and paper costs by June 2011.

### Required Discipline – Continuous Improvement

- Complete an engineer's design packet that includes design criteria for alternative on-site wastewater treatment systems, based on upcoming State regulations, by June 2011. Conducting at least two stakeholder training sessions and placement of the design packet on the department's Web site will provide customers with the information needed to design and install these new types of systems.
- Continue efforts to reduce the department's annual consumption of paper by 10% in Fiscal Year 2010-11 by switching to electronic copies to provide information.
  - Provide public forms on the department's Web site for customers to download in order to improve customer service and reduce printing and mailing costs.
  - Post public outreach presentations on the Internet, allowing customers to review presentations at their convenience and download presentation slides.
  - Begin using e-mail instead of paper forms to notify inspectors that permitted facilities have changed their regulatory status and require an inspection. These notifications occur approximately 1,000 times per year and take 3 to 4 pages of paper and 1 to 3 days to travel to outlying offices. The use of e-mail will decrease the notification time and save approximately 3,500 pieces of paper per year.

### Required Discipline - Information Technology

- Image records associated with septic system designs and installations (four-year goal of 63,000 records). The goal is to complete the imaging of archived septic system design records within a four-year period; imaging the remaining 30,000 files by June 2012.
- Expand the number of facilities subject to the Unified Program that can participate in the online submittal of hazardous materials inventory information, with an emphasis on businesses with multiple sites in the county. The Unified Program is the consolidation of six state environmental programs into one program that conducts inspections of businesses that handle hazardous materials, hazardous waste, medical waste and/or underground storage tanks.
- Enhance customer service by providing Web access to allow customers to perform file reviews without coming into the office.
  - Monitoring well permit records by June 2011.
  - Site Assessment and Mitigation records by June 2012.
  - Records associated with septic system designs and installations by June 2011.
- Continue promoting the use of electronic subscriptions and updates on various programs to the public and stakeholders through GovDelivery. Continue posting information of interest for the public and stakeholders on the department's Web site and at the Department of Environmental Health Facebook page.

## Related Links

For additional information about the Department of Environmental Health, refer to the Web site at

http://www.sdcounty.ca.gov/deh/ and the

Department of Environmental Health Facebook page.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Field responses conducted within 2 days of receipt of complaint about mosquitoes, rats and/or flies[1] | 51% of 5,500 | 100% | 68% of 1,599[1] | N/A[1] | N/A |
| Respond to complaints about mosquitoes, rats and flies by contacting complainants within 3 days[1] | N/A | N/A | N/A | 95%[1] | 95% |
| Average number of days to complete review of Septic System layouts | 10 | 10 | 10 | 10 | 10 |
| Percentage of all plans and permits for installation, repair, and removal of Underground Storage Tank (UST) reviewed and approved within 10 working days of receiving a complete application | 96% of 321 | 92% | 96% of 400 | 95% | 95% |
| Reduce the incident rate (# violations per 1,000 inspections) of major chlorine violations found at public swimming pools by 5% per year (from the previous year's total) [3] | 249 | 237 | 213[3] | 225 | 214 |
| Number of facilities subject to the Aboveground Petroleum Storage Act that are inspected annually. Goal is to inspect 95% (570) of an estimated 600 by Fiscal Year 2011-12[2]. | 30 of 600 | 180 of 600 | 214 of 600 | 163 of 600 | 163 of 600 |
| All monitoring well permit applications to be processed, reviewed, and approved within an average of 8 working days | 93% of 719 | 95% | 95% of 690 | 95% | 95% |
| All mosquito control Requests for Service are closed within 21 days or less after initial contact | 97% of 4,451 | 98% | 97% of 1,403 | 95% | 95% |

*Table Notes*

[1] The goal of 100% turnaround time of field response to complaints within two days was based upon a seasonal average of 2,000 complaints. The reduction of complaint levels this year has not enhanced response times. The high incidence of foreclosed homes has resulted in an increase in the amount of time it takes to identify and then contact the responsible party, mortgage holder, to initiate site access. Therefore, the 2 day field response is not a practical goal and will be discontinued effective Fiscal Year 2010-2011. It will be replaced by a goal of 3 days effective Fiscal Year 2010-11.

[2] Due to approval of APSA permit fees, the department is on target to inspect 95% of approximately 600 facilities by June 2012.

[3] The significant drop in chlorine violations in Fiscal Year 2009-10 as reflected in the Fiscal Year 2009-10 Actuals was primarily due to a new State law requiring safer filtration systems. As a result, the incident rate of chlorine violations was reduced by 14% from the previous year, far exceeding the goal of a 5% reduction. This decrease is not expected to continue in Fiscal Year 2010-11 so the Fiscal Year 2010-11 Adopted Budget projections remain at the original projection based on historical data.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

*In this Adopted Operational Plan, the Office of the County Veterinarian staff were moved from the Department of Agriculture, Weights and Measures to the Department of Environmental Health. The name was changed from County Veterinarian to Vector Disease and Diagnostic Laboratory and will primarily focus on detection of vector-borne disease such as West Nile Virus, Hanta Virus, Plague and other emerging diseases.*

### Staffing

Net increase of 2.00 staff years.

- Decrease of 2.00 staff years due to a reduction in project submittals for septic, water well permits, and land use projects in the Land & Water Quality Division as a result of the downturn in economy overall.
- Decrease of 1.00 staff years in the Finance Division as a result of a reduction in workload.
- Increase of 5.00 staff years in the Vector Control program due to the transfer of staff from the Department of Agriculture, Weights and Measures. The Vector Disease and Diagnostic Laboratory will help ensure protection of public health through detection of deadly zoonotic diseases. i.e., diseases communicable from animals to humans under natural conditions, such as West Nile Virus, Hanta Virus, Plague and other emerging diseases.

### Expenditures

Net increase of $8.6 million.

- Salaries and Benefits — net increase of $0.7 million due to negotiated wage and benefit increases; increased overtime to ensure inspection frequencies are met during implementation of the Business Case Management System; the net increase of 2.00 staff years as outlined above; and a decrease to salary adjustments for a reorganization that was not implemented.
- Services and Supplies — net increase of $7.9 million for one-time costs for IT and data imaging projects including the implementation of the Business Case Management System, an IT system which centralizes records management and application processes; the purchase of equipment for the implementation of the Mobile Inspection Program in support of the Government Without Walls mobile workforce initiative; the purchase of furniture and equipment for the Vector Disease and Diagnostic Laboratory; the implementation of the Vector Habitat Remediation Program; and for Household Hazardous Waste collection events in the communities of Fallbrook and Alpine.

### Revenues

Net increase of $8.6 million.

- Licenses, Permits & Franchise Fees — net decrease of $0.1 million. Increase of $0.1 million in Biohazardous Waste permit revenue and an increase of $0.1 million in Food Facility permit revenue to more accurately reflect projected revenue, offset by a decrease of $0.1 million in Monitoring Well permit revenue due to the downturn in the overall economy, a decrease of $0.1 million in Housing fee revenue and a decrease of $0.1 million in Recreation fee revenue as an administrative adjustment to more accurately reflect projected revenue.
- Intergovernmental Revenue — net increase of $0.4 million. Increase of $0.2 million in the American Recovery and Reinvestment Act (ARRA) grant for green businesses and compact fluorescent bulb recycling; increase of $0.1 million in the Urban Area Security Initiative grant for emergency response training; increase of $0.2 million in the California Environmental Reporting System grant to implement the program; increase of $0.1 million in State funding (ARRA pass-through) for beach water quality testing; offset by a decrease $0.1 million due to the completion of the California Integrated Waste Management Board Infrastructure grant for Household Hazardous Waste and the decrease of $0.1 million for the State Homeland Security Grant Program.
- Charges for Current Services — net increase of $4.9 million. Increase of $5.0 million in Vector Control Program funds for the transfer of staff from the Department of Agriculture, Weights and Measures and to implement the Vector Control Habitat Remediation Program; increase of $0.2 million in the ARRA grant for green businesses and compact florescent bulb recycling (SDG&E supplemental funding); increase of $0.1 million in Mobile Home Inspection fees offset by a decrease of $0.3 million in State Coastal Water Test funding due to State budget constraints and a decrease of $0.1 in solid waste tonnage funds.
- Miscellaneous Revenues — increase of $1.5 million. Increase of $0.6 million for the implementation of the Mobile Inspection Program; increase of $0.7 million for overtime to ensure inspection frequencies are met during the transition to the Business Case Management System and other one-time IT projects;

and $0.2 million for Household Hazardous Waste collection events in the communities of Fallbrook and Alpine.

- Reserve/Designation Decreases — decrease of $2.5 million due to the completion of one-time IT projects. The remainder will be reflected as part of the Use of Fund balance described below.
- Use of Fund Balance — a total of $4.4 million is budgeted for use in Fiscal Year 2010-11 as follows: $3.5 million for the implementation of the Business Case Management System; $0.6 million for data imaging; $0.2 million to purchase furniture and equipment for the Vector Disease and Diagnostic Laboratory; and $0.1 million to fund costs associated with fire victim permit fee waivers.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $6.5 million includes a decrease of $6.8 million in Services and Supplies due to the anticipated completion of one-time IT and data imaging projects and a reduction in the level of funding for the Vector Habitat Remediation Program partially offset by an increase of $0.3 million in Salaries and Benefits due to the addition of 1.00 staff year in the Hazardous Materials Management Division to implement requirements associated with the Aboveground Petroleum Storage Act and an increase in retirement contributions and negotiated flexible spending credit.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Environmental Health | | 283.00 | | | 285.00 | 286.00 |
| Total | | 283.00 | | | 285.00 | 286.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Environmental Health | $ 36,554,536 | $ 41,094,195 | $ 46,287,527 | $ 35,579,176 | $ 49,704,300 | $ 43,245,244 |
| Total | $ 36,554,536 | $ 41,094,195 | $ 46,287,527 | $ 35,579,176 | $ 49,704,300 | $ 43,245,244 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 28,148,281 | $ 29,441,251 | $ 29,441,251 | $ 27,154,737 | $ 30,161,741 | $ 30,465,935 |
| Services & Supplies | 8,534,432 | 11,632,944 | 16,532,533 | 8,268,169 | 19,512,559 | 12,759,309 |
| Other Charges | — | — | 40,005 | 40,005 | — | — |
| Capital Assets Equipment | 27,965 | 20,000 | 273,738 | 241,534 | 30,000 | 20,000 |
| Expenditure Transfer & Reimbursements | (156,141) | — | — | (125,269) | — | — |
| Total | $ 36,554,536 | $ 41,094,195 | $ 46,287,527 | $ 35,579,176 | $ 49,704,300 | $ 43,245,244 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Licenses Permits & Franchises | $ 19,630,465 | $ 19,310,916 | $ 19,310,916 | $ 20,046,869 | $ 19,210,930 | $ 19,664,149 |
| Fines, Forfeitures & Penalties | 283,501 | 310,217 | 310,217 | 262,886 | 313,094 | 313,094 |
| Intergovernmental Revenue | 3,310,573 | 4,052,776 | 4,496,776 | 3,428,076 | 4,417,728 | 4,417,728 |
| Charges For Current Services | 12,330,074 | 13,615,064 | 14,115,064 | 12,702,913 | 18,567,318 | 17,118,293 |
| Miscellaneous Revenues | 1,180,570 | 1,195,348 | 1,195,348 | 899,846 | 2,726,980 | 1,731,980 |
| Reserve/Designation Decreases | — | 2,532,524 | 2,532,524 | 2,532,524 | — | — |
| Use of Fund Balance | (180,648) | 77,350 | 4,326,682 | (4,293,938) | 4,468,250 | — |
| Total | $ 36,554,536 | $ 41,094,195 | $ 46,287,527 | $ 35,579,176 | $ 49,704,300 | $ 43,245,244 |

# Farm and Home Advisor

## Department Description

*The Farm and Home Advisor (FHA) Office conducts educational programs and applied research in a partnership with the County of San Diego, the University of California and the U.S. Department of Agriculture. This brings the resources of these entities together to address local issues, and to empower individuals and organizations with research-based information to improve themselves and their communities. The Advisors are University academic professionals with expertise in the areas of Agriculture, Natural Resources, Youth Development, Nutrition and Family and Consumer Science.*

## Mission Statement

The Farm and Home Advisor/University of California Cooperative Extension brings together education and research resources of the University of California, the U.S. Department of Agriculture and the County in order to help individuals, families, businesses and communities address agricultural, environmental, horticultural, and public health issues.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Provided nutrition education training classes for an estimated 450 low-income families representing 500 children, emphasizing healthful nutrition practices, food resource management and food safety.
- Trained 86 teachers and youth leaders to implement nutrition/garden-based education for 4,325 children and youth from low-income families.
- Provided training sessions on parent education for early literacy, school readiness and parenting skills to 720 parents representing 1,172 children between 0-5 years of age. The number of parents reached was less than anticipated as many of the pregnant/parenting teen programs lost State funding severing the connections with these programs.
- Partnered with five County libraries to provide 6-week early literacy workshops. Success was based on pre- and post- workshop surveys. Prior to the class, 42% of parents were confident in their ability to help their child learn, and 88% were confident after the workshops.

- Trained 32 new volunteers to provide 4-H members (234) on military bases with educational experiences in the fields of leadership, citizenship and life skill development. Continued the 4-H Club program with 350 adult volunteers and 1,234 youth.

### Strategic Initiative – The Environment

- Promoted water conservation in the agricultural industry through five workshops and a Web-based outreach program to 462 participants.
- Educated 30 growers and community members about methods to minimize harmful irrigation runoff and reduce water use on hillsides. This was accomplished by presenting findings from the avocado study of the Rainbow Creek Watershed in northern San Diego County regarding Total Maximum Daily Load program to minimize nitrate and phosphorous from entering the stream.
- Completed irrigation trials for commercial blueberries in Pauma Valley and determined that blueberries are a viable crop in San Diego County. Results of the trials will be incorporated with FHA's outreach efforts.
- Continued efforts to address Diaprepes root weevil issues in the Encinitas and North County by performing experiments in chemical application to the soil, releasing beneficial nematodes in the soil and releasing beneficial parasitoids in the trees. This method has proven useful. Published six publications on initial findings. Received new funding from the California Department of Food and Agriculture for an additional two years. This program is in year four of an estimated six years.
- Conducted eight seminars on controlling invasive and other species that foul the bottoms of recreational boats while protecting water quality. The 207 attendees

included representatives of boating and coastal management organizations, boat owners, boating businesses, agency staff, policy makers, environmental representatives and academics. Post-seminar, 91% of attendees reported they understand how to properly inspect boats in order to prevent the spread of aquatic invasive species.

- Conducted four community Integrated Pest Management workshops focusing on the concepts of Integrated Pest Management and the importance of protecting water quality and watersheds.
- Conducted an Herbicide Application School at the California Department of Fish and Game Rancho Jamul Ecological Reserve for 25 individuals representing federal, State, municipal, and private organizations on safe and accurate use of herbicides for invasive plant management.
- Completed the fifth year of research on control of invasive annual weeds for the purpose of restoration of natural habitat at the County of San Diego Barnett Ranch Open Space Park in cooperation with the Multiple Species Conservation Program (MSCP) divisions of the Parks and Recreation and Planning and Land Use departments.

### Strategic Initiative – Safe and Livable Communities

- Continued Pitahaya (Dragon fruit) research as a potential new and viable crop for the local agriculture industry. Final determination of Pitahaya as a viable crop is anticipated by 2012, with data on which variety does best here.
- Trained and supervised more than 200 Master Gardener volunteers and provided over 20,000 hours of volunteer time.
  - Provided research-based information in the areas of home gardening, landscaping and pest management to county residents through office consultations, educational exhibits and seminar classes.
  - The goal to promote and support garden-based learning through teacher consultation was not met due to a reduction in federal funding for this program.
  - Conducted the annual "Gardening with Class" conference on school gardens for 150 teachers and parents.
- Continued wildfire education and outreach.
  - Continued to work collaboratively with County departments, fire authorities, government agencies, University staff and community groups to enhance wildfire-related research, education and outreach. Attended 25 regional meetings to incorporate community concern into materials development and FHA workshops.
  - Researched and developed new wildfire and educational fire prevention resources to meet public need and provide materials. New resources include: 12 updated Wildfire Risk Reduction Informational Tip Cards available in English and Spanish, and geo-database information on the California Department of Forestry and Fire Protection rural fire access roads and fuel breaks.
  - Small scale research on restoring natural habitats after wildfires in San Diego that began in 2006 has led to simple, low-cost techniques that have proven to eliminate invasive plants and encourage the growth of native vegetation. These results are being scaled up to several acre sites to serve as demonstrations for land managers and environmental consultants on how to bring back native vegetation into dominance. Cooperators include the County Parks and Recreation Department and the California Department of Fish and Game.
- Promoted adult health and well-being.
  - Unable to provide safe food handling training for leaders from 20 community-based organizations on training as federal program funding ended June 2009. The last training was conducted April 2009 where 14 leaders were trained.
  - Promoted the series of seven Financial Caregiving Guides online and at the American Association of Family and Consumer Sciences and the Association for Financial Counselors, Planners and Educators National conferences. These publications educate the public about topics such as Communicating with Parents about Finances, Understanding Long-Term Care, Planning/Paying for Long-Term Care, Estate Planning and Financial Fraud and Abuse.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Provide nutrition education for 200 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety.
- Train 50 teachers and youth leaders to implement nutrition education for children and youth from low-income families.
- Support the 4-H Program.

- Distributing monthly science skill building activities to each community club (25) and military childcare centers (7) reaching approximately 1,500 4-H youth members.
- Establishing a 4-H youth project at the Borrego Springs Elementary School After School program using teens as teachers and the 4-H science curriculum on water and gardening for 50 youth and 10 teens.
- Supporting 350 volunteers to conduct community-based educational programs to 25 4-H clubs and 7 after school sites.

### Strategic Initiative – The Environment

- Protect water quality and promote water conservation.
  - Complete four online water quality outreach classes to help the agricultural producers better manage water quality issues in their day-to-day operations.
  - Develop and deploy water quality kiosks throughout the agricultural community to teach the importance of preventing excess water from leaving agricultural properties and entering into the storm drainage system.
  - Provide outreach information and develop materials on controlling invasive and other species that foul the bottoms of recreational boats. Conduct two workshops for the boating industry and others interested in antifouling on boats and post materials on the University of California Web site.
- Conduct six grower workshops "Ask the Advisor" for the nursery and floriculture industries on issues impacting production and economic viability in these industries.
- Evaluate the potential for controlling Diaprepes root weevil using chemical application to the soil, releasing beneficial nematodes in the soil and releasing beneficial parasitoids in trees. Develop research-based Web materials on the County's and University of California Extension's Web sites. This will complete the 4th and final year of the project which should be completed by June 2012.

### Strategic Initiative – Safe and Livable Communities

- Evaluate wildfire education and outreach program through stakeholder feedback. The evaluation will focus on the impact wildfire and outreach programs have on increasing safety and/or wildfire risk mitigation behaviors. An online survey will be conducted and will be given to fire authorities, community organizations and other professional groups as well as interested residents. The target goal is for 100 evaluation surveys to be completed.
- Continue to work collaboratively with County departments, fire authorities, government agencies, University staff and community groups to enhance wildfire-related research, education and outreach.
- Manage the Master Gardener volunteers.
  - Provide over 1,500 volunteer hours to the urban horticultural program and FHA hotline.
  - Provide consultations to 4,000 residents regarding best practices in the areas of home gardening, landscaping and pest management. Conduct 40 events throughout the county to reach 14,000 residents in the same topic areas.

### Required Discipline – Customer Satisfaction

- Reduce paper usage and mailing costs by 10% by reevaluating current methods and procedures of developing and distributing materials.

## Related Links

For additional information about the Farm and Home Advisor Office, refer to the Web site at www.sdcounty.ca.gov/fha.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Staff-provided administrative assistance for projects, grants, and contracts (# projects/ total $ value of projects, grants, and contracts) | 54 projects/ $3,958,293 | 20 projects/ $2,100,000 | 52 projects $4,043,774[1] | 50 projects/ $4,000,000[1] | 50 projects/ $ 4,000,000 |
| Staff-provided coordination, assistance, and training for 4-H, Master Gardener, and other related volunteer programs (# volunteers/ volunteer hours) | 1,843 vol./ 216,528 hrs | 1,000 vol./ 194,000 hrs | 922 vol./ 250,851 hrs | 1,100 vol/ 200,000 hrs | 1,100 vol/ 200,000 hrs |
| Achieve consistently high customer service ratings through customer service surveys (Scale 1-5; 5 = highest rating) | 4.7 | 4.9 | N/A[2] | N/A | N/A |
| Research new specialty crops and varieties such as dragon fruit, specialty vegetables, blueberries to determine commercial viability | 2 projects | 2 projects | 2 projects | 2 projects | 2 projects |
| Provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management, and food safety | 829 families | 400 families | 450 families | 200 families | 200 families |

*Table Notes*

[1] The Fiscal Year 2009-10 Estimated Actuals exceeded the Adopted figures as a result of an increase in the number of projects approved for funding.

[2] The countywide program for measuring customer service has been discontinued. New methods are being considered.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 2.00 staff years as a result of a reduction in General Purpose Revenue funding and reengineering certain processes.

### Expenditures

Net increase of $0.07 million.

- Salaries and Benefits — decrease of $0.1 million due to the staffing changes described above partially offset by an increase due to negotiated wage and benefit increases.
- Services and Supplies — net increase of $0.17 million.
  - Increase of $0.07 million due to increased costs associated with contracted services funded by the decrease in Salaries and Benefits.
  - Increase of $0.1 million in rebudgeted one-time costs for completion of the Stormwater Outreach Web-based kiosk system.

### Revenues

Net increase of $0.07 million.

- Use of Fund Balance — total of $0.1 million budgeted to support the one-time funding for the completion of the Web-based Stormwater Outreach Project.
- General Purpose Revenue Allocation — decrease of $0.03 which reflects the management of limited County resources in the current economic environment.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $0.1 million is primarily due to the reduction in one-time funding related to the Stormwater Outreach Project partially offset by a mid-year increase in flexible spending credits negotiated in the prior fiscal year, and an increase for retirement contributions for Fiscal Year 2011-12.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Farm and Home Advisor | | 7.00 | | | 5.00 | 5.00 |
| Total | | 7.00 | | | 5.00 | 5.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Farm and Home Advisor | $ 839,199 | $ 884,262 | $ 1,119,262 | $ 939,031 | $ 953,058 | $ 868,058 |
| Total | $ 839,199 | $ 884,262 | $ 1,119,262 | $ 939,031 | $ 953,058 | $ 868,058 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 492,863 | $ 451,511 | $ 451,511 | $ 408,075 | $ 351,975 | $ 359,533 |
| Services & Supplies | 358,109 | 432,751 | 667,751 | 530,956 | 601,083 | 508,525 |
| Expenditure Transfer & Reimbursements | (11,773) | — | — | — | — | — |
| Total | $ 839,199 | $ 884,262 | $ 1,119,262 | $ 939,031 | $ 953,058 | $ 868,058 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Intergovernmental Revenue | $ 21,284 | $ — | $ — | $ — | $ — | $ — |
| Use of Fund Balance | (103,938) | — | 235,000 | 54,769 | 100,000 | — |
| General Purpose Revenue Allocation | 921,853 | 884,262 | 884,262 | 884,262 | 853,058 | 868,058 |
| Total | $ 839,199 | $ 884,262 | $ 1,119,262 | $ 939,031 | $ 953,058 | $ 868,058 |

# Parks and Recreation

## Department Description

*The County Department of Parks and Recreation (DPR) manages over 44,000 acres of parkland and open space, including 8 camping parks, 7 regional picnic parks, 326 miles of trails, 2 historic adobes and 8 historic park sites. Additionally, the department operates 34 local parks, 5 community recreation centers and 2 teen centers in the unincorporated areas of San Diego County. The department manages the grounds and recreation features at all County parks, making them safe, clean and enjoyable.*

## Mission Statement

We enhance the quality of life in San Diego County by providing opportunities for high level parks and recreation experiences and preserving regionally significant natural and cultural resources.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Promoted recreational opportunities and environmental awareness for 10,000 youth by conducting formal and informal environmental education programs at 20 park facilities with an emphasis on water quality, watershed awareness, and natural and cultural resources and provided 36 outdoor adventure and education activities.
- Increased positive and healthy recreation activities for youth by providing 107 health-related events and classes, including a wide variety of environmental education and teen programs for 5,644 youth in the San Diego region, in support of the County's Childhood Obesity Action Plan and the Greater San Diego Recreation and Parks Coalition for Health and Wellness.
- Increased community involvement for young people by providing volunteer opportunities for 4,066 youth and adults by facilitating 89 community volunteer work events, such as tree planting, park cleanup, and installation of fencing.

### Strategic Initiative – The Environment

- Expanded and protected park resources by adding 793 acres of parkland throughout the county in Fiscal Year 2009-10.
- Initiated biological and historical surveys at two County preserves and completed resource management plans for four County preserves.
- Continued to lead in the area of sustainability by retrofitting eight County park facilities with energy efficient lighting designed to cut energy use by up to 35%, and by improving existing irrigation systems to reduce water use at 14 parks.

### Strategic Initiative – Safe and Livable Communities

- Mitigated fire fuel hazards and maintained fire safe zones in 24 park facilities through continued implementation of vegetation management practices in Forest Area Safety Taskforce areas.
- Promoted community health and well-being by providing 62 adult health-related events, classes and activities serving at least 779 older adults throughout the San Diego region.
- Enhanced local and regional parks and increased recreational opportunities for the public by completing seven projects in five communities, including an award-winning exercise path at Lindo Lake Park.
- Opened Clemmens Lane Park in Fallbrook which includes a picnic plaza with shade shelter, playgrounds, a synthetic turf practice soccer field, sand volleyball court and parking lot.

### Required Discipline – Fiscal Stability

- Increased annual parking pass sales and the number of paid vehicles entering day use parks by 500 by promoting County parks and special events.

### Required Discipline – Regional Leadership

- Promoted sustainable building practices by designing and constructing the San Elijo Nature Center to meet the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) standards. The facility is one of only two facilities in the County to receive LEED Platinum Certification.

## 2010-12 Objectives

### Strategic Initiative – Kids

Provide for and promote healthy and active lifestyles and foster positive development for youth through programs and services that create fun recreational experiences and promote community involvement.

- Expand participation in the Environmental Education and Park Passport Program through the distribution of 1,000 park passports by the program's third year anniversary.
- Increase community involvement for young people by providing volunteer opportunities for 1,850 youth and adults by facilitating 55 community volunteer work events, such as tree planting, park cleanup, trails maintenance and installation of fencing.
- Promote recreational opportunities and environmental awareness for 10,000 youth by conducting formal and informal environmental education programs in at least 12 park facilities with an emphasis on water quality, watershed awareness, and natural and cultural resources and by providing 25 outdoor adventure and education activities.
- Increase positive and healthy recreation activities for youth by providing at least 100 health-related events and classes, including a wide variety of environmental education and teen programs for 5,000 youth in the San Diego region, in support of the County's Childhood Obesity Action Plan and the Greater San Diego Recreation and Parks Coalition for Health and Wellness.

### Strategic Initiative – The Environment

Acquire, preserve and enhance significant natural and historical/cultural resources and design, develop, and operate park facilities in an environmentally responsible and efficient manner that promotes resource sustainability.

- Provide 25 outdoor adventure and nature education activities to promote recreational opportunities and environmental awareness for youth.
- Install two photovoltaic systems at existing facilities to reduce County reliance on fossil fuels and reduce annual operating costs, thereby delivering a positive return on investment.
- Upgrade two park facilities with artificial turf to conserve water resources, reduce overall maintenance and provide state of the art playing fields for year-round sports programs.
- Initiate eight biological and cultural surveys; complete seven Resource Management Plans (RMPs) and implement RMPs in 19 preserves to ensure viability of open space habitats, natural and cultural resources and enhance passive recreational opportunities.
- Provide a minimum of 12 articles on the department Web site that highlight the benefits of "going green" including saving energy, reducing operation costs, conserving water and preserving open space.
- Provide recycle bins at all staffed Parks and Recreation facilities to encourage park visitor participation in activities that conserve natural resources.

### Strategic Initiative – Safe and Livable Communities

Acquire, develop and maintain facilities that support community needs, provide safe and accessible opportunities to gather together, promote park stewardship and celebrate diversity while connecting communities.

- Promote community health and well-being by providing 50 adult health-related events, classes and activities serving at least 600 older adults throughout the San Diego region.
- Amend two existing or execute a minimum of one new operating and maintenance agreements to broaden existing facility sports programs and provide additional recreational services for the community.
- Provide opportunities to bring families and communities together through 15 special events including the Movies in the Park, It's How We Live Festivals and National Trails Day.
- Enhance local and regional parks and increase recreational opportunities for the public by completing seven projects in five communities including an exercise pathway in Julian at Jess Martin Park.
- Mitigate fire fuel hazards and maintain fire safe zones in 24 park facilities through continued implementation of vegetation management practices.

- Obtain 1,000 completed online surveys from the public and recreational project priority lists from 20 Local Park Planning Areas and 5 County Service Area advisory boards to determine recreational center needs and future park projects.

### Required Discipline – Fiscal Stability

- Improve existing services and organizational effectiveness by completing a Cost Recovery, Resource Allocation and Revenue Enhancement Study including analysis of pricing, operational strategies and working methodologies.

### Required Discipline – Continuous Improvement

- Demonstrate the department's commitment to delivering quality services to the public by achieving compliance with standards for Steps 1 - 3 of the National Recreation and Park Association's (NRPA) Commission for Accreditation of Park and Recreation Agencies (CAPRA) national accreditation process, developing and submitting an annual report summarizing the department's accomplishments, fiscal management, operational effectiveness and addressing the department's continued compliance with CAPRA accreditation standards.

## Related Links

For additional information about the Department of Parks and Recreation, refer to the Web site at http://www.sdcounty.ca.gov/parks/. Follow us on Facebook and Twitter at http://www.sdparks.org and

http://twitter.com/sandiegoparks.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Number of parkland acres owned and managed | 45,043 | 45,350 | 44,616[1] | 44,937 | 45,087 |
| Number of volunteers/number of volunteer hours[2] | 3,657 / 114,789 | 1,800 / 90,000 | 4,066 / 97,515 | 1,850 / 92,000 | 1,850 / 92,000 |
| Number of unduplicated Youth Diversion participants [3] | 4,668 | 5,000 | 5,382 | 5,000 | 5,000 |
| Number of park facilities improved or developed | 10 | 6 | 7 | 8 | 9 |
| Number of miles of trails managed in the County Trails Program | 320 | 320 | 325 | 326 | 328 |
| Percent /Number of camping reservations placed online [4] | 71%/ 17,206 | 65%/ 13,000[4] | 50%[5]/ 14,877[4] | 65%/ 15,000[4] | 65%/ 15,200[4] |

*Table Notes*

[1] Since 2001, DPR has managed San Vicente Highlands Preserve which totals 1,375 acres. In 2009, the California Department of Fish Game, who owns the land, decided to take on management responsibilities for the Preserve, thus, resulting in a decrease in total acreage owned and managed by the County of San Diego. Overall, DPR acquired 793 acres of parkland in Fiscal Year 2009-10 and received a transfer of 155 acres of parkland as a result of The Environmental Trust bankruptcy agreement. Total acquisitions of 793 acres for Fiscal Year 2009-10 include Mendocino and Helix-Lambron acquisitions which are projected to close escrow by June 30, 2010.

[2] The term "Volunteers" in this performance measure refers to the total number of unregistered, one-day volunteers. It does not include registered volunteers such as resident volunteers, volunteer patrol and docents.

[3] Youth Diversion programs consist of department Teen Center and Community Center programs; An Unduplicated Youth is counted once regardless of being registered in multiple programs.

[4] Helix Water District exercised the option to terminate the Lake Jennings campground park lease with the County, resulting in termination of County management of Lake Jennings Regional Park, effective December 31, 2008, resulting in a reduction of the number of overall camping spaces available in Fiscal Year 2009-10 and Fiscal Year 2010-11. Any reduction in the number of camping reservations placed online should not affect the overall percentage of online reservations.

[5] In Fiscal Year 2009-10 the department implemented an upgrade to the online reservation system to facilitate increased customer usage. However, the department has experienced a reduction in overall online camping reservations. The department will continue to market online resources through advertising such as vehicle wraps on County vehicles, the department Web site and social media networks such as Facebook and Twitter.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 11.00 staff years.

- Decrease of 2.00 staff years in the Administrative Services and Recreation Divisions may result in delayed response time for customer service inquiries.
- Decrease of 4.00 staff years in the Operations Division may result in reduced operational hours in parks or preserves and delayed park maintenance.
- Decrease of 1.00 staff year in Park Development Division may result in delayed completion of parks projects.
- Decrease of 2.00 staff years in Resource Management Division will eliminate the history and outreach program and delay response times for project conditioning.

- Decrease of 2.00 staff years as a result of the proposal to reorganize and consolidate media activities from various County departments into the new County Communications Office.

## Expenditures

Net increase of $2.5 million.

- Salaries and Benefits — decrease of $0.02 million due to the reduction in staff years offset by negotiated wage and benefit increases and salary and benefit costs to maintain operational hours at twelve County park facilities.
- Services and Supplies — net increase of $3.6 million.
  - Increase of $1.8 million to complete major maintenance projects such as preventive maintenance on essential building systems and structures and water and energy conservations upgrades.
  - Increase of $0.5 million for one-time funding of contracted services to complete Resource Management Plans for MSCP preserve lands that include Area Specific Management Directives (ASMDs) for species management and monitoring, Vegetation Management Plans and public access plans.
  - Increase of $0.2 million for contracted services related to maintenance of park areas within the county.
  - Increase of $0.1 million for facilities costs related to upgrades and expansion of Sweetwater Regional Park.
  - Increase of $0.5 million for contracted services related to vegetation management based on funding from the TransNet Land Management grant.
  - Increase of $0.1 million for park maintenance in Park Special Districts.
  - Increase of $0.4 million for development and permit related costs in Park Land Dedication Areas.
- Capital Assets Equipment — decrease of $0.01 million due to completed procurement of vehicles and operating equipment.
- Expenditure Transfer & Reimbursement – increase of $0.1 million due to a reduction in expenditure reimbursements for the Critical Hours recreation program.
- Reserves — decrease of $1.2 million due to one-time technical adjustments to comply with the State Controller's guidelines for General Reserves made in Fiscal Year 2009-10.
- Operating Transfer Out — increase of $0.04 million due to a rise in operating costs in Park Special Districts.

## Revenues

Net increase of $2.5 million.

- Taxes Current Property — net increase of $0.1 million due to additional assessment funds from property taxes.
- Licenses, Permits and Franchises – increase of $0.3 million to align revenues to prior year trends and anticipated permit sales.
- Revenue from Use of Money & Property – increase of $0.03 for operating leases for County-owned property.
- Intergovernmental Revenue — net increase of $0.6 million to recognize revenue from the TransNet Land Management grant for vegetation management and realignment of after school program funding for recreational services.
- Charges for Current Services — net increase of $0.1 million in park and camping fees due primarily to completion of expansion and upgrades of Sweetwater Regional Park.
- Miscellaneous Revenues — Net increase of $.01 million to reflect recent actual experience of merchandise sales.
- Other Financing Sources — net increase of $0.04 for reimbursements of staffing costs for services to Park Special Districts.
- Reserve/Designation Decreases — decrease of $1.2 million due to a one-time technical adjustment to comply with the State Controller's guidelines for General Reserves.
- Use of Fund Balance — net increase of $3.2 million. A total of $5.0 million is budgeted for use as follows:
  - $3.0 million to complete major maintenance projects on essential building systems and structures and water and energy conservations upgrades.
  - $0.5 million to complete Area Specific Management Directives (ASMDs) for resource management.
  - $0.4 million for dredging and clean up of the Tijuana River Valley.
  - $0.2 million for park maintenance in Park Special Districts.
  - $0.5 million for Fiscal Year 2009-10 rebudgets in services and supplies related to contracted services for information technology, vegetation management and fire suppression.
  - $0.4 million for salary and benefit costs to maintain twelve County park facilities.

- General Purpose Revenue Allocation — decrease of $0.6 million which reflects the management of limited County resources in the current economic environment.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $4.4 million is primarily due to completed major maintenance projects, procurement of vehicles and operating equipment and salary and benefit costs to maintain operations at twelve County park facilities partially offset by an increase for retirement contributions for Fiscal Year 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Parks and Recreation | | 186.00 | | | 175.00 | 175.00 |
| Total | | 186.00 | | | 175.00 | 175.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Parks and Recreation | $ 30,521,114 | $ 27,993,024 | $ 38,363,808 | $ 29,418,115 | $ 31,218,200 | $ 26,838,203 |
| Park Land Dedication | 1,355,993 | 201,650 | 2,580,492 | 1,304,597 | 563,900 | 563,900 |
| Park Special Districts | 2,586,108 | 4,754,468 | 5,221,155 | 3,322,216 | 3,687,351 | 3,658,166 |
| Total | $ 34,463,215 | $ 32,949,142 | $ 46,165,456 | $ 34,044,929 | $ 35,469,451 | $ 31,060,269 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 17,626,193 | $ 17,446,433 | $ 18,112,633 | $ 17,031,141 | $ 17,429,920 | $ 17,477,702 |
| Services & Supplies | 14,699,138 | 12,135,121 | 21,902,673 | 13,639,705 | 15,783,426 | 11,361,550 |
| Other Charges | 1,089,855 | 40,000 | 551,822 | 212,677 | 40,000 | 40,000 |
| Capital Assets Equipment | 229,946 | 191,800 | 225,715 | 72,012 | 181,000 | 115,000 |
| Expenditure Transfer & Reimbursements | (103,975) | (100,000) | (100,000) | — | — | — |
| Reserves | — | 1,241,733 | 1,241,733 | — | — | — |
| Operating Transfers Out | 922,059 | 1,994,055 | 4,230,881 | 3,089,394 | 2,035,105 | 2,066,017 |
| Total | $ 34,463,215 | $ 32,949,142 | $ 46,165,456 | $ 34,044,929 | $ 35,469,451 | $ 31,060,269 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Current Property | $ 1,826,966 | $ 1,728,129 | $ 1,773,129 | $ 1,784,498 | $ 1,818,829 | $ 1,824,638 |
| Taxes Other Than Current Secured | 15,518 | 22,526 | 22,526 | 8,226 | 16,756 | 16,756 |
| Licenses Permits & Franchises | 697,852 | 201,650 | 201,650 | 949,313 | 478,950 | 478,950 |
| Fines, Forfeitures & Penalties | 5,419 | — | — | 3,473 | — | — |
| Revenue From Use of Money & Property | 1,240,397 | 870,574 | 870,574 | 922,336 | 905,331 | 911,337 |
| Intergovernmental Revenue | 637,961 | 377,661 | 1,127,661 | 509,930 | 930,333 | 453,269 |
| Charges For Current Services | 6,186,725 | 5,079,291 | 5,145,491 | 5,179,192 | 5,200,965 | 5,351,621 |
| Miscellaneous Revenues | 702,438 | — | 581,994 | 223,245 | 10,000 | 10,000 |
| Other Financing Sources | 518,338 | 1,994,055 | 1,884,055 | 1,898,492 | 2,035,106 | 2,066,017 |
| Reserve/Designation Decreases | — | 1,241,733 | 1,241,733 | 1,241,733 | — | — |
| Use of Fund Balance | 1,460,353 | 1,800,000 | 13,683,120 | 1,690,968 | 5,000,000 | 210,000 |
| General Purpose Revenue Allocation | 21,171,248 | 19,633,523 | 19,633,523 | 19,633,523 | 19,073,181 | 19,737,681 |
| Total | $ 34,463,215 | $ 32,949,142 | $ 46,165,456 | $ 34,044,929 | $ 35,469,451 | $ 31,060,269 |

# Planning and Land Use

## Department Description

*The Department of Planning and Land Use (DPLU) provides land use and environmental review, maintains a comprehensive general plan and zoning ordinance, issues land use and building permits, and enforces building and zoning regulations. It is also responsible for long-range planning through development and implementation of a comprehensive General Plan. Community outreach is achieved through partnerships with local Community Planning and Sponsor Groups.*

## Mission Statement

To enhance the safety and livability of communities through the efficient application of land use programs that balance growth and conservation.

## 2009-10 Accomplishments

### Strategic Initiative – The Environment

- Supported local agriculture through partnerships with landowners and other stakeholders, promoted economically viable farming in the unincorporated areas of the county and recognized the value of working farms to regional conservation efforts.
- Signed a contract with American Farmland Trust to develop the Purchase of Agriculture Conservation Easement (PACE) Program as described in the County Farming Program, which is scheduled to be presented before the Board of Supervisors' for consideration by fall 2010. The PACE Program will provide farmers a valuable funding tool to assist agricultural operations through land use.
- Preserved and enhanced the quality of life for County residents by developing habitat conservation programs such as the Multiple Species Conservation Program (MSCP) and the Special Area Management Plan (SAMP). The MSCP and SAMP are plans that streamline the development process and facilitate the creation of viable permanent open space preserves.
  - The draft SAMP has progressed on schedule and will be completed by winter 2010.
  - The South County MSCP is a joint agency project, involving the County and other public agencies. Budget reductions in some of the other public agencies delayed completion of their portions of the program. As a result the project schedule has been delayed, preventing the County's ability to complete the Environmental Impact Report (EIR) and public comment period for the South County MSCP Quino checkerspot butterfly amendment by spring 2010.
  - The North County MSCP is a joint agency project, involving the County and other public agencies. Budget reductions in some of the other public agencies delayed completion of their portions of the program. As a result the project schedule will be delayed, preventing the County from presenting the plan to the Board of Supervisors in winter 2010.

### Strategic Initiative – Safe and Livable Communities

- Sustained communities and natural resources while accommodating growth by complying with State planning law and implementing and maintaining local plans and regulations that guide the physical development of the county's land.
  - On schedule to present the County's General Plan Update and associated EIR for the Board of Supervisors' consideration by fall 2010.
  - On schedule to initiate updates on the implementing documents associated with the General Plan Update, including updates to the County Community Plans and County Zoning Ordinance by winter 2011.
  - Presented six proposed amendments to the County's land development codes and ordinances that improve business process, clarify regulations and/or address energy efficiency to the Board of Supervisors by June 2010. The six amendments surpassed the original target of four amendments. Ordinance amendments included Solar/Wind Ordinance, Landscape Ordinance, Farm Employee Housing, Subdivision Ordinance and two Zoning Ordinance clean-ups.

- Improved regional leadership through land use planning services and administrative functions related to fire and emergency medical services, while maintaining local operational control for fire and emergency medical response.
  - Continued to collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and much needed resources to rural communities. Specifically, a new fire engine and water tender were purchased for Warner Springs Volunteer Fire Station, a water tender was purchased for the Jacumba Volunteer Fire Station and a new fire engine was purchased for the Campo Volunteer Fire Agency. Additionally, 100 new protective suits were purchased to protect the County's volunteer firefighters.
  - Remained on schedule to implement Phase II of the County's Fire and Life Safety Reorganization Report, which includes the merging of the four County Service Areas into the County Fire Authority – CSA 135 by June 2011.
- Remained on schedule to reduce the risk of structure loss during wildfires and increase wildland fire protection for the residents in the unincorporated areas of the county, by presenting proposed amendments to County codes and ordinances that address issues with wildfire and subdivision design, to the Board of Supervisors by fall 2010.
- Made initial contact with the public within 24 hours of receipt of over 2,000 new code complaints. Closed over 2,000 active code enforcement cases. This effort ensured prompt resolution to violations impacting public health and safety. Performed 15 public nuisance abatements resulting in the removal of serious fire hazards and unhealthy property conditions.

### Required Discipline – Customer Satisfaction

- Implemented the "one-stop-shop" building permit process including a permit center express service. This new internal routing system reduced the customer's need to hand carry applications through the permitting process, and replaced it with a team-oriented internal routing system.
- Ensured customer satisfaction with the core services provided by department staff as key indicators of the department's operational performance. Customer service priorities included solution-oriented attitude, responsiveness and promotion of clear communication. Fundamental measurements of customer service success included:
  - Wait times at the Building and Zoning Counters.
  - Work backlog level for project managers and subject area specialists.
  - Number of discretionary projects moved through the review process to reach final decision and/or resolution.
  - Despite reductions in number of building inspectors, the department successfully continued to provide next day inspection, ensuring that the local construction industry can move forward without delay.

### Required Discipline – Continuous Improvement

- Completed implementation of the Service First Initiative Phase 2 and Phase 3. Implementation of the Service First Initiative increased efficiencies of core programs associated with the land development review process, decreased processing times and costs for customers and increased customer service.

### Required Discipline – Fiscal Stability

- Managed budget and staffing levels by balancing housing market fluctuations with fiscal and customer service stability. Established management controls that account for fluctuations in revenue while maintaining customer service levels through staffing, process efficiencies and forward fiscal planning.

### Required Discipline – Information Technology

- Remained on schedule to implement the Accela program. Accela implementation will create a collaborative environment that empowers citizens and the County by increasing accessibility and transparency of information and enable the Land Use and Environment Group's (LUEG) business processes to deliver high value quality services in the most efficient and timely manner.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Consolidated DPLU and Department of Public Works (DPW) land development counter operations into a single program. Over 60% of the counter staff are cross-trained to work multiple disciplines at various counters. This provides flexibility to adjust to customer demands each day and provide better service with fewer resources, thus improving customer service levels.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Utilizing GIS tools create a regional County parks master trails layer for the purposes of better recreational location information and public safety to benefit families and children.

### Strategic Initiative – The Environment

- Preserve and enhance the quality of life for county residents by implementing habitat conservation programs such as the Multiple Species Conservation Program (MSCP) and the Special Area Management Plan (SAMP). The MSCP and SAMP are plans that streamline the development process and facilitate the creation of viable permanent open space preserves.
  - Update the Department's Biological Guidelines for Determining Significance to identify strategy for Burrowing Owl mitigation and determine which portions of the county would be eligible for replacement habitat by summer 2010.
  - Complete the EIR and public comment period to amend the South County MSCP to obtain coverage for the endangered Quino checkerspot butterfly within the existing approved South County MSCP by June 2011.
  - Complete the draft of the Otay SAMP by winter 2010.
- Support local agriculture through partnerships with landowners and other stakeholders, promote economically viable farming in the unincorporated areas of the county and recognize the value of working farms to regional conservation efforts.
  - Present the Purchase of Agriculture Conservation Easement (PACE) Program as described in the County Farming Program for the Board of Supervisors' consideration by fall 2010. The PACE Program will provide farmers a valuable tool to manage agricultural operations through land use.
  - Facilitate the adoption of the California Manual of Vegetation and update the procedures for its use.

### Strategic Initiative – Safe and Livable Communities

- Improve regional leadership of the administrative functions and land use planning services related to fire and emergency medical services, while maintaining local operational control for fire and emergency medical response.
  - Continue to collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and much needed resources to rural communities, such as response apparatus and centralized dispatch.
  - Implement Phase II of the County's Fire and Life Safety Reorganization Report, which includes the merging of the four County Service Areas into the County Fire Authority – CSA 135 by June 2011.
- Reduce the risk of structure loss during wildfires and increase wildland fire protection for the residents living in the unincorporated areas of the county by presenting proposed amendments to the County Subdivision Ordinance that address issues with wildfire and subdivision design to the Board of Supervisors by fall 2010.
- Sustain communities and resources while accommodating growth by complying with State planning law and implementing and maintaining local plans and regulations that guide the physical development of the county's land.
  - Present the County's General Plan Update and associated EIR for the Board of Supervisors' consideration by fall 2010.
  - Initiate updates on the implementing documents associated with the General Plan Update, including updates to the County Community Plans and County Zoning Ordinance by winter 2011.
  - Present four proposed amendments to the County's land development codes and ordinances that improve business process, clarify regulations and/or address energy efficiency to the Board of Supervisors by June 2011.
- Make initial contact with the public within 24 hours of receipt of new code complaints to ensure prompt resolution of violations impacting public health and safety.
- Implement the American Recovery and Reinvestment Act Energy Stimulus programs, including the Energy Code update, Green Building Program enhancement, Expedite Program and Energy Incentives Program by winter 2011.
- Utilizing GIS tools update and improve the road and addressing layers for Indian reservation lands to reflect changes in roads and landmarks on Indian reservations.

### Required Discipline – Information Technology

- Work with multiple County departments to better develop understanding of the next generation technology that is available with ArcGIS Server. These tools allow increased customization of the software to meet business needs of departments in a collaboration-based system.

### Required Discipline – Continuous Improvement

- Continue implementation of the Accela program with completion in 2011. The Accela program facilitates a collaborative environment that empowers the citizens and the County by increasing accessibility and transparency of information and enables the Land Use and Environment Group's business processes to deliver high value quality services in the most efficient and timely manner.

### Required Discipline – Fiscal Stability

- Manage budget and staffing levels by balancing housing market fluctuations with fiscal and customer service stability.

### Required Discipline – Customer Satisfaction

- Ensure customer satisfaction with the core services provided by department staff as key indicators of the Department's operational performance. Customer service should be solution oriented, responsive and promote clear communication. Fundamental measurements of customer service success include:
  - Turnaround times for inspections, document review and plan check.
  - Wait times at Building and Zoning Counters.
  - Work backlog level for project managers and subject area specialists.
  - Number of discretionary projects moved through the review process to reach final decision and/or resolution.

## Related Links

For additional information about the Department of Planning and Land Use, refer to the Web site at http://www.sdcounty.ca.gov/dplu/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Building and Zoning Counter Wait Time (in minutes) | 18.5 | 20 | 2[1] | 24[10] | 24 |
| Achieve 15 day turnaround for Residential Plan Checks (% goal met) | 79% | 60% | 81% | 60% | 60% |
| Percentage of Building Inspections completed next day | 100% of 28,309 | 100% of 25,000 | 100% of 25,000[2] | 100%[3] of 25,000 | 100% of 25,000 |
| Project Planning average turnaround times (average days variance - early or late variance / amount of tasks closed on time) | 1.7 days early for 8,690 tasks | 2 days early for 9,000 tasks | 3.5 days early for 7,705 tasks[4] | 2 days early for 7,800 tasks | 2 days early for 7,800 tasks |
| Project Planning percentage of on time performance / amount of closed tasks | 70% of 8,690 tasks | 80% of 9,000 tasks | 75% of 7,705 tasks[5] | 80% of 7,800 tasks | 80% of 7,800 tasks |
| Project Planning average backlog in weeks (average weeks backlog = total open hours / total scheduled productive hours) | 2.2 | 2.1 | 2.0[6] | 2.0 | 2.0 |
| Project Planning number of discretionary projects to reach final decision and resolution | 508 | 460[7] | 396[8] | 340[9] | 300[11] |
| New GIS Layers added to the Enterprise Data Maintenance Environment (Target of 5) [12] | N/A | N/A | 7 | 10 | 12 |

*Table Notes*

[1] Did not achieve 20 minute goal due to staffing reductions related to a downturn in building permit and plan check revenue and activity. Temporary staff was eliminated and full-time staff was reduced by eight. Significant Business Process Reengineering activities implemented to contain wait times to 2 minute average and avoid larger impacts due to staffing reductions. Permit activity decreased from 3,312 permits in Fiscal Year 2008-09 to 2,000 permits for Fiscal Year 2009-10.

[2] 25,000 building inspections were conducted with 246,422 miles driven in Fiscal Year 2009-10.

[3] Some areas of the County are inspected with less than daily frequency. We have decreased inspection frequency for some of the outlying areas due to staffing reductions.

[4] In Fiscal Year 2006-07, Project Planning staff closed 11,482 tasks and on average those tasks were closed 15.3 days late. In Fiscal Year 2007-08, staff completed 13,533 tasks and closed those tasks, on average, 2.76 days late. The original goal of this performance measure was to improve turnaround times and complete assigned tasks 1 day early on average in Fiscal Year 2008-09. At the end of June 2009, turnaround times improved to 1.7 days early. Improvement has continued during Fiscal Year 2009-10, with turnaround times for completed tasks improving to 3.5 days early.

[5] Typical review cycles in Project Planning range from 5 to 45 days with 30 days as the median. In Fiscal Year 2006-07, staff completed 5,548 of 11,482 tasks on time (48%). In Fiscal Year 2007-08, staff completed 7,991 tasks on time (59%). The original goal of this improvement measure was to improve on time performance to 80% in Fiscal Year 2008-09. Although this goal was not achieved, continual improvement has been made. On time performance improved to 70% in Fiscal Year 2008-09 and has improved to 75% in Fiscal year 2009-10. A new goal of 80% on time is proposed for 2010-11.

[6] In Fiscal Year 2006-07 average backlog in weeks was 3.6 weeks. In Fiscal Year 2007-08, Project Planning reduced the average backlog to 2.3 weeks. In Fiscal Years 2008-09 and 2009-10 average backlog continued to improve to 2.2 and 2.0 weeks, respectively. The backlog primarily decreased due to increased efficiencies and process improvements within DPLU.

[7] New measure effective Fiscal Year 2009-10, intended to measure the total number of discretionary projects that have reached a final decision and/or resolution, as opposed to measuring completion of individual work tasks. For this performance measure the following permit types are being tracked: Large Scale Projects: General Plan Amendments, Plan Reclamation Plans, Vacations; Small Scale Projects: Tentative Parcel Maps, Major Use Permit Modifications and Deviations, Minor Use Permits, Site Plans, Administrative Permits, Alcoholic Beverage Control Permits, Landscape Plans, Variances, Boundary Adjustments and Certificates of Compliance. The number of discretionary projects to reach decision is estimated to decrease over next fiscal year as the number of new project applications from customers is also declining due to the current national economic downturn.

[8] The department does not control the amount of Large or Small Scale projects submitted for processing; however, during Fiscal Year 2009-10, the number of new discretionary applications submitted to the department has decreased from Fiscal Year 2008-09. It is important to note, the reduction has been proportionally larger for Small Scale projects. Given the reduction in Small Scale project submittals, the department has emphasized the importance of resolving many of the pending Large Scale projects. Although the overall Estimated Actuals numbers are lower than projected, the department is on target to complete more Large Scale projects than anticipated. Specifically, the Adopted Performance Measure was to resolve 460 discretionary projects. Here is the breakdown of the Adopted and Estimated Actuals for Large and Small Scale projects: Large Scale projects: Adopted: 80; Estimated Actual: 96; Exceeded Performance Measure by 20%. Small Scale project: Adopted: 380; Estimated Actual: 300; 21% under Performance Measure. Even though, overall fewer Small Scale projects are being resolved, a proportionally equal amount of Large Scale projects are being resolved, in lieu of the Small Scale projects.

[9] The department anticipates the trend in submittals to decline and as a result the resolution of Small Scale projects to continue to decline to a proposed level of 225. Conversely, the number of Large Scale projects to reach resolution in the next fiscal year is anticipated to continue to increase as workloads are balanced and as many Large Scale projects move toward resolution. As such, it is expected that approximately 115 Large Scale projects will be resolved in the next fiscal year. The combined total for both these types of projects is proposed at 340.

[10] The department anticipates an increase in wait times due to staffing and budget reductions.

[11] The department anticipates a continued decline in new project applications as well as a decline in re-submittals of plans in process. As a result, the goals for Fiscal Year 2010-11 and Fiscal Year 2011-12 have been adjusted to reflect the anticipated decrease in workload.

[12] New performance measure to Department of Planning and Land Use. Beginning Fiscal Year 2010-11, SanGIS was consolidated into the Department of Planning and Land Use.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Net decrease of 9.00 staff years includes transfers between divisions and other departments as follows:

- Decrease of 6.00 staff years in Support Services. Transfer of 5.00 staff years to LUEG Geographic Information Source (GIS) Support, 1.00 staff year from Building to Support Services as well as decrease of 1.00 staff year as a result of reallocation of workload within the division. Decrease of 1.00 staff year as a result of the proposal to reorganize and consolidate media activities from various County departments into the new County Communications Office.
- Decrease of 5.00 staff years in Project Planning that is directly related to a reduction in the discretionary permit processing intake.
- Decrease of 11.00 staff years in Building that are directly related to a downturn in building permit and plan check activity and transfer of 1.00 staff year to Support Services to better meet the needs of the department.
- Decrease of 1.00 staff year in the Fire Authority as a result of the transfer of 1.00 staff year to LUEG GIS Support.
- Decrease of 1.00 staff year in Code Enforcement as a result of reorganization of duties within the department.
- Net increase of 11.00 staff years in LUEG GIS Support. Transfer of 4.00 staff years from Department of Public Works (DPW) Road Fund for the GIS activities, transfer of 1.00 staff year from SanGIS, transfer of 5.00 staff years from Support Services and transfer of 1.00 staff year from the Fire Authority to consolidate all GIS activities to better serve the department.
- Increase of 4.00 staff years in SanGIS. Transfer of 4.00 staff years from SanGIS to consolidate all GIS activities.

### Expenditures

Net increase of $1.8 million.

- Salaries and Benefits — net decrease of $0.2 million due to the staffing reductions listed above offset by an increase due to negotiated wage and benefit increases.
- Services and Supplies — net increase of $2.4 million.
  - Increase of $8.8 million in IT accounts for implementation and software costs for the Business Case Management System, in consultant contracts related to one-time funding for the Fire Safety Communities Evacuation Study and Document Digitization which is offset by the completion of a portion of the General Plan Update and in contracts for the implementation of the Deployment Study for the San Diego County Fire Authority. The Deployment Study was conducted to analyze regional fire resources and to identify areas of opportunity to improve regional fire services. $5.0 million is included within the $8.8 million figure above, with the purpose of initiating implementation of the Fire Deployment Study findings.
  - Decrease of $6.4 million in professional services due to the completion of one-time funding: for weed and waste abatements in contracted services related to the Fuels Reduction Program which is grant funded; and for the Fire Authority Division related to one-time projects for Volunteer Equipment purchases and station improvements for the volunteer fire stations in the unincorporated area of the county.
- Capital Assets Equipment — decrease of $1.0 million in Capital Assets accounts related to the Fire Authority Division.
- Operating Transfers Out – increase of $0.5 million related to the County Service Areas – Fire Prevention Program and Worker's Compensation Insurance for the Volunteer Firefighter Program.

### Revenues

Net increase of $1.8 million.

- Intergovernmental Revenue — decrease of $4.5 million primarily related to completion of grant projects for the Fuels Reduction Program.
- Charges for Current Services — increase of $0.7 million related to the revenue for the GIS staff transferred from Department of Public Works.
- Other Financing Sources – increase of $0.4 million related to the County Service Areas – Fire Prevention Program.
- Use of Fund Balance — a net increase of $5.3 million. A total of $19.8 million is budgeted for use in Fiscal Year 2010-11 as follows: $7.1 million of General Fund fund balance for the Fire Safety Communities Evacuation Study ($0.5 million), Document Digitization ($0.5 million), Deployment Study Implementation ($5.0 million) and funding of core services for Building ($0.8 million) and Fire Authority ($0.3 million); $12.1 million of Land Use and Environment Fund Balance is rebudgeted for one-time funding related to the Business Case Management System, Zoning Ordinance Update and other General Plan projects,

building permit fee waivers related to Firestorm 2007, the Fire Authority program and waste and weed abatements; $0.6 million of County Service Areas fund balance is budgeted for station improvements and other maintenance projects for various fire agencies in the unincorporated area of the county.

- General Purpose Revenue Allocation — net decrease of $0.2 million which reflects the management of limited County resources in the current economic environment.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $20.4 million due primarily to the anticipated completion of one-time projects offset by a mid-year increase in flexible spending credits negotiated in the prior fiscal year, and an increase for retirement contributions for Fiscal Year 2011-12.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Support Services | | 20.00 | | | 14.00 | 14.00 |
| Advance Planning | | 10.00 | | | 10.00 | 10.00 |
| Regulatory Planning | | 81.00 | | | 76.00 | 76.00 |
| Multi-Species Conservation | | 5.00 | | | 5.00 | 5.00 |
| Building | | 53.00 | | | 42.00 | 42.00 |
| Fire Prevention | | 13.00 | | | 12.00 | 12.00 |
| Codes Enforcement | | 23.00 | | | 22.00 | 22.00 |
| LUEG GIS Support | | — | | | 11.00 | 11.00 |
| SanGIS | | — | | | 4.00 | 4.00 |
| Total | | 205.00 | | | 196.00 | 196.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Support Services | $ 3,114,744 | $ 3,075,199 | $ 6,040,835 | $ 3,403,705 | $ 6,418,505 | $ 2,537,983 |
| Advance Planning | 2,482,237 | 4,463,126 | 4,874,561 | 1,655,128 | 4,142,907 | 787,891 |
| Regulatory Planning | 9,490,188 | 10,179,389 | 10,479,720 | 9,013,357 | 10,859,693 | 9,885,177 |
| Multi-Species Conservation | 1,153,435 | 1,173,636 | 1,239,652 | 850,621 | 1,029,597 | 994,713 |
| Building | 6,165,939 | 6,636,050 | 8,438,308 | 5,031,543 | 5,450,691 | 5,372,416 |
| Fire Prevention | 16,992,608 | 32,598,226 | 32,702,680 | 19,018,990 | 29,247,364 | 18,098,215 |
| Codes Enforcement | 2,707,595 | 3,271,355 | 3,271,355 | 2,907,718 | 2,803,481 | 2,535,976 |
| LUEG GIS Support | — | — | — | 2,351 | 1,612,494 | 1,624,144 |
| SanGIS | — | — | — | — | 932,004 | 909,172 |
| County Service Areas - Fire Prevention Program | 1,265,799 | 1,193,148 | 1,558,440 | 1,151,881 | 1,874,474 | 1,230,554 |
| Total | $ 43,372,545 | $ 62,590,129 | $ 68,605,549 | $ 43,035,294 | $ 64,371,210 | $ 43,976,241 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 21,470,644 | $ 21,857,135 | $ 21,879,403 | $ 19,927,494 | $ 21,677,655 | $ 21,553,943 |
| Services & Supplies | 20,237,947 | 39,054,974 | 44,812,997 | 21,987,507 | 41,458,127 | 21,521,100 |
| Other Charges | 1,307,791 | 23,113 | 923,113 | 883,386 | — | — |
| Capital Assets/Land Acquisition | — | — | 235,129 | — | — | — |
| Capital Assets Equipment | 85,940 | 1,500,500 | 600,500 | 96,686 | 543,575 | 637,000 |
| Expenditure Transfer & Reimbursements | (24,922) | — | — | (14,185) | — | — |
| Operating Transfers Out | 295,144 | 154,407 | 154,407 | 154,407 | 691,853 | 264,198 |
| Total | $ 43,372,545 | $ 62,590,129 | $ 68,605,549 | $ 43,035,294 | $ 64,371,210 | $ 43,976,241 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Current Property | $ 539,460 | $ 580,615 | $ 580,615 | $ 500,855 | $ 580,615 | $ 580,615 |
| Taxes Other Than Current Secured | 38,466 | 45,000 | 45,000 | 48,656 | — | — |
| Licenses Permits & Franchises | 2,748,802 | 2,348,274 | 2,348,274 | 2,602,687 | 2,366,762 | 3,372,443 |
| Fines, Forfeitures & Penalties | 644,340 | 564,572 | 564,572 | 475,671 | 586,050 | 628,545 |
| Revenue From Use of Money & Property | 73,219 | — | 27,500 | 48,629 | 27,500 | 27,500 |
| Intergovernmental Revenue | 1,816,500 | 13,239,815 | 15,342,073 | 4,016,587 | 8,738,750 | 5,806,873 |
| Charges For Current Services | 10,439,130 | 10,624,266 | 10,624,266 | 10,166,381 | 11,297,580 | 12,641,056 |
| Miscellaneous Revenues | 39,295 | — | — | 116,586 | 11,000 | 11,000 |
| Other Financing Sources | 311,048 | 189,407 | 192,013 | 192,013 | 587,015 | 159,360 |
| Use of Fund Balance | 4,342,937 | 14,511,364 | 18,394,420 | 4,380,412 | 19,866,336 | 189,247 |
| General Purpose Revenue Allocation | 22,379,349 | 20,486,816 | 20,486,816 | 20,486,816 | 20,309,602 | 20,559,602 |
| Total | $ 43,372,545 | $ 62,590,129 | $ 68,605,549 | $ 43,035,294 | $ 64,371,210 | $ 43,976,241 |

# Public Works

## Department Description

*The Department of Public Works (DPW) is responsible for: County-maintained roads; traffic engineering; land development civil engineering review; design engineering and construction management; land surveying and map processing; cartographic services; watershed quality and flood protection; County Airports; solid waste planning and diversion; inactive landfills; wastewater systems management; and special districts.*

## Mission Statement

Preserve and enhance public safety and quality of life through reliable, cost effective infrastructure.

Foster partnerships that strengthen relationships with communities and industry.

Provide quality and responsive service through highly motivated, professional and knowledgeable staff in a safe and fair work environment.

Continually improve quality of service through optimal resource management.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Enhanced school children's safety throughout the unincorporated areas of the county.
  - Completed construction or awarded construction contracts as funding was available, for at least six (goal was five) Capital Improvement Projects that improved traffic flow around schools and provided safe routes to schools. (Sunnyside sidewalks, Olive Vista Drive, East Alvarado Sidewalks I and II, Ridgeway Drive Sidewalks, Winter Gardens Blvd Sidewalks, Cordoba Street Sidewalks).
  - Repainted and re-marked crosswalks and roadway legends adjacent to all 116 public school locations throughout the unincorporated areas of the county. This is an annual goal because markings need to be very fresh and visible to ensure maximum benefit.
  - Worked with school administrators to analyze, identify and implement school zone improvements for pedestrians, bicyclists, buses and automobiles at 12 schools. This represents 10% of all public schools in the unincorporated areas of the county (goal was 9%).
- Engaged children and their families in aviation activities by providing 30 tours, presentations and community events at County Airports, and through active participation in airfield events including special events at Gillespie Field Airport, Fallbrook Airpark, Ramona Airport and Borrego Airport.

### Strategic Initiative – The Environment

- Protected and preserved the county's water quality and watersheds.
  - Removed 28,802 cubic yards of debris from culverts (goal was 25,000), drainage channels and roads through a systematic cleaning program to prevent pollution of the county's rivers, bays and ocean in Fiscal Year 2009-10.
  - Swept 17,242 lane-miles of roadway (goal was 16,200) to clean debris from road surfaces and prevented pollution of the county's rivers, bays and ocean.
  - Provided water quality and watershed protection outreach to 5,438 students from kindergarten to 8th grade at various schools and school related events in the unincorporated areas.
  - Co-sponsored a composting and manure management workshop in Ramona in February.
- Cleaned 462 miles (goal was 450 miles) of sewer mains within the County's sanitary sewer system to protect public health and the environment by minimizing the risk of sanitary sewer overflows.
- Identified two roadway corridors, Bonita and Jamacha Blvd, with closely spaced signalized intersections. Developed traffic signal retiming plans and implemented traffic signal coordination.

- Inspected 24 miles (5.3%, (goal was 22.5 miles or 5%) of the County's sanitary sewer system using a remote rolling Closed-Circuit Television to detect any defects such as sags or root invasions and make proactive repairs to protect public health and the environment.
- Developed Geographic Information System layer for County sanitary sewer systems to improve efficiency and accuracy of sewer system maintenance, repair and emergency response.
- Maintained at least 50% solid waste diversion from landfills.
  - Worked with 33 private developments with permits or permits pending that have 40,000 square feet or more of building space, to increase tonnage of construction and demolition materials being diverted from landfills, with a goal of diverting at least 2,500 tons of material from projects that complete construction before June 2010.
  - Assisted approximately 100 different multifamily complexes to start recycling.
  - Worked with over 70 hospitality businesses and franchised solid waste collectors in Alpine, Bonita, Jamul and Spring Valley to help them begin recycling.
  - Completed 15 oil collection events that recycled 106,689 gallons of used oil and 22,387 used oil filters by June 2010 (goal was 80,000 gallons and 12,000 used oil filters).
  - Held 5 tire collection events that netted 5,057 tires.
  - Helped private recycler to obtain a state Recycling Market Development Zones loan to establish the County's first ever facility to recycle tires and create crumb rubber, mulching and buffing products. The company will have capacity to process 1 million tires annually.
- Created 0.5 acres of wetland habitat offsite by 2010 to mitigate for the Valley Center Bridge site, meeting goal. On track to meet goal of restoring the 8-acre Valley Center Bridge site with native vegetation by June 2011.
- Removed Arrundo Donax and other invasive plant species covering approximately 2.8 acres at sites along the San Diego River and Hansen Creek, a tributary of the Sweetwater River.
- Created a Geographic Information System (GIS) Layer of the DPW Mitigation Sites to track and inventory permit compliance and incorporate into the Multiple Species Conservation Program.
- Updated the County Public Road Standards and developed a "Flexibility in County Road Design" manual to allow flexibility in road design to better accommodate all road users.
- Held preliminary planning meetings to explore the feasibility of formation of a Community Facilities District to fund the New Development Post-Construction Stormwater Best Management Practices Inspection and Maintenance Program. Goal was to initiate this by June 2011.

### Strategic Initiative – Safe and Livable Communities

- Completed McClellan-Palomar Airport Terminal Redevelopment Improvements, utilizing United States Green Building Council's Leadership in Energy and Environmental Design (LEED) standards, to enhance the comfort and safety of the flying public. These improvements were completed under budget and ahead of schedule.
- Completed the first American Recovery and Reinvestment Act of 2009 (ARRA) federally funded construction project in San Diego County, the $1.8 million Gillespie Field Taxiway reconstruction project received $1.6 million in federal funds. The remainder was funded by the Airport Enterprise Fund.
- Enhanced safety for motorists and pedestrians.
  - Awarded construction contracts for 21 (goal of seven) (not school-related) Capital Improvement Projects that enhanced safety and improved traffic flow in county communities.
  - Identified five signalized intersections to upgrade to video-based vehicle detection system. Sought and obtained Traffic Light Synchronization Program and Highway Safety Improvement Program grant funding through application to the Caltrans Federal Highway Administration Program.
  - Prepared four road reviews to evaluate County roads with higher than statewide average collisions rates. Recommended improvement measures to help reduce the number of collisions. Short-term operational improvements, such as re-striping, were implemented immediately after road review. Regulatory changes such as recommendations for stop signs or parking prohibitions are referred to the Traffic Advisory Committee. Long-term projects, such as road realignments, were submitted as future capital improvement projects.
  - Completed installation of rumble strips on South Grade Road on Palomar Mountain to help reduce the number of motorcycle collisions on the road. This

installation "rumbles" when a vehicle crosses over the center striping, alerting the driver to stay in the lane.
  - Sought and obtained grant funding to prepare Community Right–of-Way Development Standards for Valley Center to help maintain the community's character as future road improvements are constructed.
- Provided 24-hour response throughout winter storms, including removal of numerous downed trees, removal and clean up of mud/debris flows, and snow/ice plowing in mountain areas to keep roads open and safe to travel.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Ensured a safe work environment by conducting 59 safety inspections at department job sites by June 2010 (goal was 36).

## 2010-12 Objectives

### Strategic Initiative – Kids

- Enhance school children's safety throughout the unincorporated areas of the county.
  - Complete construction or award construction contracts for at least five Capital Improvement Projects that improve traffic flow around schools and provide safe routes to schools.
  - Review all County discretionary projects and school projects within the County and neighboring cities during the environmental process to ensure all impacts to traffic on County roads, pedestrian access and safety concerns are identified and mitigated.
  - Repaint and re-mark crosswalks and roadway legends adjacent to all 116 public school locations throughout the unincorporated areas of the county. This helps keep children safe from motoring traffic around their schools and helps give children safe routes to get to school. This is an annual goal because markings need to be fresh and visible to ensure maximum benefit.
  - Work with school administrators to analyze, identify and implement school zone improvements for pedestrians, bicyclists, buses and automobiles at 12 schools. This represents 11% of all public schools in the unincorporated areas of the county.
- Engage children and their families in enriching activities.
  - Encourage interest in aviation by providing 30 tours, presentations and community events at County Airports, and through active participation in airfield events including special events at Gillespie Field Airport, Fallbrook Airpark, Ramona Airport and Borrego Airport.

### Strategic Initiative – The Environment

- Assist Department of Environmental Health in the successful implementation of the Vector Control Remediation Program and issuance of the first Regional General Permit in the state for this type of program by June 2011. Create a database of all DPW mitigation sites/assets that help track the monitoring and maintenance requirements needed to track permit compliance and ensure successful restoration of habitat throughout the County by January 2011.
- Clean 450 miles of sewer mains within the County's sanitary sewer system to protect public health and the environment by minimizing the risk of sanitary sewer overflows.
- Protect a sustainable watershed.
  - Conduct 150 presentations on watersheds and water quality to high school students at 90% of unincorporated County public high schools – as a long-term strategy for achieving positive behavioral changes.
  - Conduct 350 site investigations. These investigations provide crucial data for understanding the condition of receiving waters in all eight watersheds and how they are impacted by discharges from unincorporated communities.
  - Remove 25,000 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program to prevent pollution of the county's rivers, bays and ocean.
  - Sweep 16,200 lane-miles of roadway to clean debris from road surfaces and prevent pollution of county's rivers, bays and ocean.
- Identify two roadway corridors with closely spaced signalized intersections, develop traffic signal retiming plans and implement traffic signal coordination to ease traffic congestion and delays. Document improvements to air quality and pollutant emissions by measurable reductions in number of vehicle stops.
- Restore the 8-acre Valley Center Bridge Site with native vegetation by June 2011.
- Work to maintain at least 50% solid waste diversion from landfills.

- Work with all private developments with permits or permits pending (estimated 35-50) that have 40,000 square feet or more of building space, to increase tonnage of construction and demolition materials being diverted from landfills with a goal of diverting 90 percent of inert materials and 50 percent of other recyclable materials.
- Recycle 80,000 gallons of used oil and 12,000 used oil filters by June 2011.
- Reach approximately 90 multifamily complexes and assist them to start recycling.
- Work with at least 50 hospitality businesses to begin recycling.
- Complete 5 oil collection events and 4 tire collection events in communities.

- Complete three public outreach presentations to North County neighborhood associations and local organizations regarding McClellan-Palomar Airport operations and the County's efforts to minimize noise impacts.

### Strategic Initiative – Safe and Livable Communities

- Update Sewer Facility Master Plans for Lakeside, Alpine, Spring Valley and Winter Gardens Sanitation Districts that will identify and prioritize capital improvements to reduce the risk of sewer spills and facilitate implementation of the County's General Plan.
- Enhance safety for motorists and pedestrians by awarding construction contracts for seven (non school-related) Capital Improvement Projects in county communities to enhance safety and improve traffic flow.
- Enhance flood control by updating four Drainage Master Plans (40% of County's special drainage areas) serving various communities throughout the County.
- Complete development of a real-time flood forecasting model and protocol to predict the extent of river flooding to be used for major rivers in the unincorporated areas.
- Prepare four road reviews to evaluate County roads with higher than statewide average collision rates and recommend implementation measures to help reduce the number of collisions.
- Seek grant funding to prepare Community Right-of-Way Development Standards for two communities to help maintain community's character as future road improvements are constructed.

### Required Discipline – Fiscal Stability

- Reorganize Sanitation and Sewer Maintenance Districts into a single Sanitation District to increase financial stability and reduce rate volatility to County ratepayers, enhance abilities to respond to emergent operational and capital needs, and simplify administration of County sanitation services.

### Required Discipline – Continuous Improvement

- Ensure a safe work environment by conducting 40 safety inspections at department job sites by June 2011.

## Related Links

For additional information about the DPW, refer to the Web site at http://www.sdcounty.ca.gov/dpw/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| School zone circulation improvements identified and implemented at existing public schools in the unincorporated areas of the county for pedestrians, bicyclists, buses and automobiles | 11 % of 116 | 9% of 116 | 11% of 116 | 10% of 116 | 10% of 116 |
| Developments at and near schools that include pedestrian facilities and traffic safety features to enhance safe routes to schools[1] | 100% | 100% | 100% | 100% | 100% |
| Number of cubic yards removed through DPW Roads/Drainage waste/debris removal to protect water quality | 29,180 | 25,000 | 28,802 | 25,000 | 25,000 |
| New construction sites that utilize erosion control measures[2] | 100% of 30 | 100% of 35 | 100% of 33 | 100% of 35 | 100% of 35 |
| Miles of sewer mains cleaned in County Sanitation and Sewer Maintenance Districts | 480 | 450 | 462[3] | 450 | 450 |
| Construction contracts awarded for Capital Improvement Projects in county communities and construction contracts completed or awarded for projects near schools that enhance safety and improve traffic flow (total number of Capital Improvement Projects)[4] | 17 | 12 | 27[4] | 12 | 12 |

*Table Notes*

[1] This measure includes both open and closed projects occurring through the fiscal year. The value to the public of this measure is that 100% of development projects adjacent to schools are addressed for safety issues, which is very important for children's' safety and well-being. Due to the economic downturn, many projects are open for a longer period of time and fewer are closing quickly. This is impacting the number of projects being overseen by the private development construction inspection team. DPW continues to get new right of way permits routinely and so the numbers overseen fluctuate greatly.

[2] The County has active Public Works construction sites and must maintain proper stormwater controls throughout construction to ensure they will not cause pollution (such as silt and debris) to enter our watersheds. No matter how many construction sites there are, all sites must have controls.

[3] There are 450 miles of sewer mains in County systems; some are re-cleaned during the year.

[4] This reflects the number of major Capital Improvement Projects (CIP) initiated (designed and construction contract awarded) during the year to enhance community traffic flow and safety. The large increase in CIP projects compared to the target number was due to the difference in ongoing revenue projections vs. one-time funding opportunities that occurred mid-year. The County received unanticipated funding from both State and federal sources. The new goal represents only ongoing, certain funding for the next fiscal year.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 29.00 staff years to align expenditures with ongoing revenue.

- Decrease of 25.00 staff years in the Road Fund: 24.00 staff years due to changes in the economy and vulnerability of Highway Users Tax revenue; and 1.00 staff year due to organizational change.
  - Decrease of 8.00 staff years in the Transportation Program to align expenditures with available gas tax revenue. The service level impact will be minimized by improved efficiencies in performing regulatory activities.
  - Decrease of 10.00 staff years in the Land Development Program resulting from decreased developer deposit revenue and decreased workload. The service level impact will be minimized by improved efficiencies in performing regulatory activities.
  - Decrease of 7.00 staff years in the Management Services Program includes deletion of 1.00 staff year as a result of the proposal to reorganize and consolidate media activities from various County departments into the new County Communications Office. The service level impact will be minimized by improved efficiencies in performing regulatory activities in Environmental Services. Support services will be reduced with the decrease in staff years in Financial Services, Department Administration and Personnel.
- Decrease of 3.00 staff years in the General Fund due to declining General Purpose Revenue. The reductions are in the Watershed Protection Program (WPP). Impacts to WPP will be a continued freeze of 3.00 staff years and a slow down in use of professional services for continued stormwater permit compliance. While this will not result in an immediate violation, compliance with increasing permit requirements will become increasingly difficult, especially in new permit areas such as Bacteria Total Maximum Daily Load (TMDL) requirements.
- Decrease of 1.00 staff years in the Wastewater Enterprise Fund due to the closure of the Descanso Detention Facility. This staff year was assigned to Descanso which is now closed and there is no impact to the Wastewater Enterprise Fund associated with the decrease.

### Expenditures

Increase of $51.6 million.

- Salaries and Benefits — net decrease of $1.1 million due to the reduction of 29.00 staff years ($3.6 million) partially offset by a negotiated 2% wage increase and mid-year 5% flex benefit increase ($2.5 million).
- Services and Supplies — net increase of $25.7 million primarily due to an increase in contracted road services, an increased contribution to the equipment Internal Service Funds (ISF) and increased costs from the City of San Diego Metropolitan Wastewater department for the transportation of wastewater.
- Other Charges — net decrease of $3.5 million due to completion of right-of-way acquisition for Lawson Valley Bridge, Valley Center Road Bridge and Viejas Bridge and an increase in right-of-way acquisition for new projects ($1.7 million), a $0.3 million decrease in budgeted structures depreciation expenses in Airports, and a $5.0 million decrease in the contribution to the Environmental Trust Fund due to the deletion of $9.0 million in one-time funding for Fiscal Year 2009-10 and an increase of $4.0 million in one-time funding for Fiscal Year 2010-11, partially offset by increases in equipment depreciation in the equipment ISFs and infrastructure depreciation expenses in the Sanitation Districts ($0.1 million).
- Capital Assets/Land Acquisition — net increase of $0.7 million in capital assets due primarily to increased costs of capital improvement projects in the Sanitation Districts.
- Capital Assets Equipment — net decrease of $2.1 million due to planned modification of vehicles instead of new purchases to accommodate a reduction in number of DPW fleet vehicles to achieve department savings.
- Reserve/Designation Increase — increase of $32.1 million in replacement reserves in the Sanitation Districts for system replacement.
- Operating Transfers Out — decrease of $0.3 million due to closure of Descanso Detention facility and decrease in transfer between the Equipment Operation ISF and Equipment Acquisition Road Fund ISF offset by an increase from Special Aviation fund to the Airport Enterprise Fund for anticipated State Aid grant funding.

### Revenues

Increase of $51.6 million.

- Taxes Current Property — increase of $0.3 million due to special assessments for the Permanent Road Division, County Service Areas and Lighting District.
- Taxes Other Than Current Secured — decrease of $2.1 million due to a reduction in TransNet sales tax budgeted for projects in the Road Fund.
- Licenses, Permits & Franchises — increase of $0.2 million due to passenger facility charges at County operated airports and a change in reporting of citation revenue from Fines, Forfeitures and Penalties to Licenses, Permits and Franchises.
- Fines, Forfeitures & Penalties — decrease of $0.03 million due to a change in reporting of citation revenue from Fines, Forfeitures & Penalties to Licenses, Permits & Franchises.
- Revenue from Use of Money & Property — Net decrease of $1.7 million includes a $1.7 million decrease due to a reduction in fund balance in the Road Fund and declining interest rates on investments and deposits, a $0.6 million decrease in rent and concession revenue due to change in recording equity payments from Airport rents to long-term receivables, and a decrease of $0.1 million in royalties due to lower fuel sales at airports and the change in ownership of the fuel farm at Borrego Airport, partially offset by an increase of $0.1 million for parking lot use fees at County operated airports and a $0.6 million increase in equipment rental operating fees and original cost replacement in the equipment acquisition ISFs.
- Intergovernmental Revenue — Net decrease of $3.0 million comprised of an increase of 23.4 million and an offsetting decrease of 26.4 million as described in the following. The increase of $23.4 million includes an increase of $21.5 million in the State *Highway Users Tax Account (HUTA),* an increase of $0.3 million in Proposition 1B for the Transportation program, an increase of $0.2 million for right-of-way rental from the California Highway Patrol, a $0.2 million increase in State match revenue from the *Regional Surface Transportation Program (RSTP) Federal Exchange and State Match Program*, an increase of $0.1 million in *State Construction Other* for new projects, and an increase of $1.1 million in *Federal Aid Highways* construction projects in the Road Fund. The offsetting decrease of $26.4 million includes a $19.6 million decrease in *Traffic Congestion Relief* (*Proposition 42)* to reflect the repeal of sales tax on gasoline *(Proposition 42)*, a decrease in *Federal Highway Administration* funding of $2.3 million for bridge projects completed or near completion, a decrease of $0.2 million in *State Aid for Aviation,*; a $0.9 million decrease in *State Aid-Other State Grants* for various completed grant projects, a decrease of $0.1 million State Aid-State Oil Grant due to the declining availability of State discretionary funding for recycling programs, a $2.0 million decrease in *Federal Aid Airports* for completed projects, a decrease of $1.0 million for Federal Aid for disaster for Firestorm 2007, and a $0.3 million decrease in Community Development Block Grant funding due to completion of projects.
- Charges for Current Services — net decrease of $9.0 million includes: a decrease of $2.2 million due to completion of projects funded by *Transportation Impact Fee*; a decrease of $1.7 million due to decreased services provided to property owners; a $1.2 million decrease due to fewer capital improvement projects generating shared cost from other governments; a $1.1 million decrease in other charges current services due to a decreased contribution from the Environmental Trust Fund for landfill operations, a decreased contribution from special drainage areas for Flood Control projects due to completion of projects, and reduced rates for Campo Hills Water District; a $3.2 million decrease in services to other County departments and completion of various projects; and a $0.2 million decrease in fewer projected road and street services and cogeneration sales of gas at San Marcos. A partially offsetting increase of $0.6 million is due to increases in sanitation sewer charges and solid waste tonnage fees.
- Miscellaneous Revenues — net increase of $1.0 million primarily due to increase in revenue from insurance for Firestorm recovery claims.
- Other Financing Sources — net decrease of $0.3 million due to a decrease in operating transfer between the Equipment Operation ISF and Equipment Acquisition Road Fund ISF and cancellation of a transfer from the DPW General Fund for Descanso to the Wastewater Enterprise Fund offset by an increase from the Special Aviation Fund to the Airport Enterprise Fund for State Aid Aviation grant.
- Reserve/Designation Decreases — increase of $8.7 million for capital improvement projects in Spring Valley, Alpine and Lakeside Sanitation districts.
- Use of Fund Balance — net increase of $57.9 million. Budgeted use of $100.8 million of Fund Balance includes:
  - One-time funding of $87.8 million budgeted for one-time projects in various DPW funds including traffic signal, intersection improvements, road reconstruc-

tion and road maintenance projects in the Road Fund identified as Fiscal Year 2008-09 and 2009-10 *Proposition 1B* funded; equipment purchases in the DPW Internal Service Equipment Acquisition funds; capital projects and the match for Federal Aviation Administration projects in the Airport Enterprise Fund; one-time Capital Improvement Plan projects in the Sanitation Districts; a one-time increase to replacement reserves in various Sanitation Districts; maintenance for paving projects and potential emergencies in the Permanent Road Division; and irrigation projects in the County Service Area Landscaping Districts.

- One-time General Fund fund balance of $5.25 million includes $4.0 million for the Environmental Trust Fund to sustain operations in future years at County maintained landfills, $0.75 million for Campo Wastewater Plant upgrades to remedy deficiencies in aging treatment plant, and $0.5 million for document digitization to decrease paper storage in advance of moving to new County Operations Center campus.
- Rebudget of $7.7 million of Land Use and Environment Group fund balance in DPW General Fund for one-time projects that will continue into Fiscal Year 2010-11: Woodside Avenue Drainage FEMA Match, Pesticide Reduction and Residential Pest Management (NPDES), Algae Research of Rainbow Creek, Low Water Web Cameras for flood control, Internet Rainfall Data Service, Sweetwater-Prospect-Euclid underground utility conversion project, Valley Center Heritage Trail project, Inland Rail Trail project and implementation of enterprise Business Case Management System in DPW.

- General Purpose Revenue Allocation — decrease in general purpose revenue of $0.4 million in the Watershed Protection Program (WPP) reflects the management of limited County resources in the current economic environment. General purpose revenue funds DPW ongoing programs: Watershed Protection Program, Underground Utility Districts, Permanent Road Division/County Service Area Formations and an operating transfer for Rancho Del Campo Water and Campo sewer. Impacts to WPP will be a continued freeze of 2.00 staff years and a slow down in use of professional services for continued stormwater permit compliance. While this will not result in an immediate violation, compliance with increasing permit requirements will become increasingly difficult, especially in new permit areas such as Bacteria Total Maximum Daily Load (TMDL) requirements.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $96.5 million includes a $1.6 million increase in Salaries and Benefits which reflects a mid-year increase in flexible spending credits negotiated in the prior fiscal year, and an increase for retirement contributions for Fiscal Year 2011-12; offset by a decrease of $44.6 million in Services and Supplies due to the projected completion of projects; a decrease of $11.1 million in Other Charges primarily due to the completion of right-of-way for major projects in Fiscal Year 2010-11, the elimination of one-time funding of $4.0 million for the Environmental Trust Fund and decrease in budgeted structures and equipment depreciation expenses; a $9.4 million decrease in Capital Assets/Land Acquisition due to completion of capital projects in the Sanitation Districts; a decrease of $0.5 million due to reduced spending in the equipment acquisition funds; a $32.1 million decrease in Reserve/Designation Decrease due to one-time prior year usage in Fiscal Year 2010-11; and a $0.4 million decrease in Operating Transfers Out for the funding transfer to the equipment acquisition ISF for the Road Fund.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Transportation Program | | 212.00 | | | 204.00 | 204.00 |
| Land Development Program | | 95.00 | | | 85.00 | 85.00 |
| Engineering Services Program | | 74.00 | | | 74.00 | 74.00 |
| Solid Waste Management Program | | 18.00 | | | 18.00 | 18.00 |
| Management Services Program | | 57.00 | | | 50.00 | 50.00 |
| General Fund Activities Program | | 32.00 | | | 29.00 | 29.00 |
| Airports Program | | 35.00 | | | 35.00 | 35.00 |
| Wastewater Management Program | | 40.00 | | | 39.00 | 39.00 |
| Total | | 563.00 | | | 534.00 | 534.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Transportation Program | $ 33,944,697 | $ 32,655,869 | $ 33,883,427 | $ 29,517,599 | $ 35,941,335 | $ 35,951,474 |
| Land Development Program | 15,112,027 | 15,616,141 | 15,872,271 | 13,824,503 | 14,939,372 | 15,185,981 |
| RF Emergency Services | 17,041 | — | — | 666 | — | — |
| Engineering Services Program | 70,220,938 | 42,583,267 | 121,272,979 | 53,416,597 | 69,258,350 | 30,576,894 |
| Solid Waste Management Program | 7,531,201 | 8,433,947 | 10,051,196 | 7,427,460 | 6,399,817 | 5,923,453 |
| Management Services Program | 11,563,599 | 13,735,237 | 13,805,507 | 12,700,057 | 11,582,405 | 11,438,840 |
| General Fund Activities Program | 11,016,510 | 25,743,494 | 32,254,534 | 21,162,130 | 21,936,846 | 8,021,459 |
| Airports Program | 16,897,403 | 18,298,838 | 37,170,589 | 13,150,466 | 16,159,561 | 13,226,972 |
| Wastewater Management Program | 6,014,093 | 6,548,869 | 6,710,661 | 5,798,371 | 6,717,074 | 6,834,011 |
| Sanitation Districts | 16,712,107 | 30,300,225 | 34,546,816 | 18,894,376 | 65,705,450 | 26,404,294 |
| Flood Control | 6,059,533 | 7,274,853 | 8,675,917 | 5,940,065 | 7,182,806 | 7,045,967 |
| County Service Areas | 282,891 | 603,370 | 645,121 | 371,237 | 515,389 | 515,389 |
| Street Lighting District | 1,612,758 | 1,757,463 | 1,776,340 | 1,606,889 | 1,663,654 | 1,663,654 |
| Permanent Road Divisions | 1,284,789 | 8,614,712 | 8,631,366 | 1,358,643 | 8,278,463 | 8,278,463 |
| Equipment ISF Program | 6,664,535 | 13,059,669 | 15,967,193 | 7,784,384 | 10,524,548 | 9,253,665 |
| Total | $ 204,934,122 | $ 225,225,954 | $ 341,263,917 | $ 192,953,444 | $ 276,805,070 | $ 180,320,516 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 59,492,152 | $ 61,786,745 | $ 61,353,745 | $ 57,599,731 | $ 60,706,208 | $ 62,332,458 |
| Services & Supplies | 131,442,754 | 121,810,753 | 211,737,113 | 113,057,613 | 147,475,468 | 102,824,029 |
| Other Charges | 7,753,060 | 23,818,078 | 24,188,483 | 19,866,925 | 20,320,144 | 9,258,064 |
| Capital Assets/Land Acquisition | — | 11,533,000 | 33,727,515 | — | 12,274,500 | 2,892,000 |
| Capital Assets Equipment | 80,875 | 4,623,000 | 7,368,183 | 19,141 | 2,506,000 | 1,987,000 |
| Reserve/Designation Increase | — | — | — | — | 32,144,972 | — |
| Operating Transfers Out | 6,165,282 | 1,654,378 | 2,888,878 | 2,410,035 | 1,377,778 | 1,026,965 |
| Total | $ 204,934,122 | $ 225,225,954 | $ 341,263,917 | $ 192,953,444 | $ 276,805,070 | $ 180,320,516 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Current Property | $ 5,762,199 | $ 5,075,076 | $ 5,075,076 | $ 5,441,101 | $ 5,370,688 | $ 5,345,689 |
| Taxes Other Than Current Secured | 15,492,669 | 11,243,398 | 49,319,815 | 24,701,500 | 9,158,793 | 7,295,453 |
| Licenses Permits & Franchises | 120,211 | — | 36,000 | 408,479 | 166,000 | 166,000 |
| Fines, Forfeitures & Penalties | 24,417 | 36,000 | — | 33,064 | — | — |
| Revenue From Use of Money & Property | 19,384,778 | 21,157,303 | 20,722,303 | 17,350,127 | 19,471,772 | 18,531,756 |
| Intergovernmental Revenue | 89,339,331 | 72,671,697 | 106,731,741 | 121,823,553 | 69,683,887 | 69,705,635 |
| Charges For Current Services | 62,393,554 | 63,964,258 | 68,483,676 | 62,018,930 | 54,974,114 | 55,655,080 |
| Miscellaneous Revenues | 4,165,966 | 297,465 | 5,371,791 | 468,329 | 1,279,098 | 249,125 |
| Other Financing Sources | 6,221,997 | 1,654,378 | 2,407,978 | 2,355,729 | 1,377,778 | 1,026,965 |
| Reserve/Designation Decreases | 1,793,382 | — | — | — | 8,650,112 | — |
| Use of Fund Balance | (5,952,970) | 42,904,232 | 76,893,390 | (47,869,516) | 100,785,100 | 16,315,085 |
| General Purpose Revenue Allocation | 6,213,636 | 6,222,147 | 6,222,147 | 6,222,147 | 5,887,728 | 6,029,728 |
| Total | $ 204,934,122 | $ 225,225,954 | $ 341,263,917 | $ 192,953,444 | $ 276,805,070 | $ 180,320,516 |

# County of San Diego

## Community Services Group


Community Services Group Summary & Executive Office

Animal Services

County Library

General Services

Housing & Community Development

Purchasing and Contracting

County of San Diego Redevelopment Agency

Registrar of Voters

# Community Services Group Summary & Executive Office

## Group Description

*The Community Services Group (CSG) Executive Office ensures fiscal responsibility and provides management direction for six County departments and the San Diego County Redevelopment Agency. These six departments are:*

- Animal Services
- Housing and Community Development
- County Library
- Registrar of Voters
- General Services
- Purchasing and Contracting

*Through these departments, the Community Services Group provides a wide variety of public services to County residents and offers internal support services to County departments. Public services include animal protection and sheltering; 33 branch libraries and two mobile libraries with collections and programs; housing assistance such as rental and first-time homebuyer programs; community and economic development; and voter and election services. Internal support services include managing County facilities, major maintenance projects, capital improvements, fleet management, Countywide contracting oversight and procurement, and energy usage management.*

## Mission Statement

To provide cost effective and responsive services to our customers – the public and County departments. These services are provided with an emphasis on customer satisfaction, quality and value.

## 2009-10 Accomplishments

The departments of the CSG have supported the Strategic Initiatives in this era of diminishing resources through prioritization of programs that deliver services to the public and adherence to the Required Disciplines that generate efficiency in government. Their individual achievements are detailed in subsequent sections. Some examples are:

- Provided more than 89,000 hours of operation at libraries, even as funding has decreased.
- Took advantage of grant funding made available through the American Recovery and Reinvestment Act of 2009 in support of the County's Strategic Energy Plan (Energy Efficiency and Conservation Block Grant of $5.1 million), fire protection equipment and other community enhancements (Community Development Block Grants-Recovery of $1.3 million), and homelessness prevention (Homelessness Prevention and Rapid Re-Housing grant of $1.9 million).
- Made the availability of public safety vehicles a priority by performing timely maintenance and upkeep on fire apparatus (95% availability) and patrol vehicles (97% availability).
- Provided funding for the design and development of a new fire station in Lakeside and for the improvement of riverside trails in the same community.
- Planned and managed construction of new County facilities, such as the new Ramona and Fallbrook libraries, the County Operations Center and San Pasqual Academy, to LEED standards.
- Reduced electricity consumption at County facilities by 3% per square foot.
- Reduced Countywide fuel consumption by 6% and vehicle and equipment emissions in County vehicles.

## 2010-12 Objectives

The CSG Objectives reflect the departments' diverse activities as well as their unified commitment to customer service. Departments have individual objectives related to all aspects of the Strategic Plan. The following are some of their objectives:

- Maintain the planned schedule of library operations of 88,400 hours open.
- Complete the construction of new libraries in Ramona, Fallbrook and Lincoln Acres, and the expansion of the Cardiff library.
- Begin construction on Phase 1B of the County Operations Center redevelopment.

- Achieve the goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owners or through adoption into a new home.
- Implement a pilot Tenant-Based Rental Assistance Program for homeless veterans and their families.
- Conduct the November 2010 Gubernatorial General Election, the February 2012 Presidential Primary Election, and the June 2012 Statewide Direct Primary Election.

Reduced staff and funding for many programs have necessitated improved, more efficient operations. CSG Departments propose investments in technology, reengineering of business processes, redesign of the places they do business, and training the "knowledge workers" of the future. Objectives to these ends include:

- Installing mobile networking capability in Animal Services patrol cars with wireless laptops for reporting capability and operational efficiency.
- Implementing the Marketplace model for library branches that includes retail management techniques of physical layout and display.
- Completing the self-checkout and Radio Frequency Identification technology projects at 13 additional library branches.
- Maximizing postage discounts by bar coding at least 96% of all standard business letters.
- Utilizing video-conferencing, Web-based interactive presentations, and other alternatives to staff travel.
- Migrating to electronic records rather than paper-based, including Community Development files, procurement information and processes such as bid packages delivered on the Internet rather than in person.
- Improving mail ballot processing by investing in new equipment.

## Related Links

For additional information about the Community Services Group, refer to the Web site at http://www.sdcounty.ca.gov/community/.

## Executive Office Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 1.00 staff year due to reductions in available funding, resulting in less support for CSG departments.

### Expenditures

Net increase of $0.5 million.

- Salaries and Benefits — decrease of $0.1 million primarily as a result of a decrease in staffing.
- Services and Supplies — net increase of $0.6 million due to $0.8 million for one-time projects to enable efficiency in procurement and to analyze County departments' space needs for facilities planning, partially offset by a decrease of $0.2 million due to staff reduction and reductions necessitated by the overall economic downturn.

### Revenues

Net increase of $0.5 million.

- Use of Fund Balance — increase of $0.8 million for one-time projects to enable efficiency in procurement and to analyze County departments' space needs for facilities planning. Total fund balance of $4.0 million also includes $3.25 million in management reserves for department contingencies and emergencies.
- General Purpose Revenue Allocation — decrease of $0.25 million, which reflects the management of limited County resources in the current economic environment.

## Executive Office Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $0.8 million primarily due to one-time projects that do not recur in Fiscal Year 2010-11, partially offset by an increase in salaries and benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Group Staffing by Department

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Community Services Executive Group | | 9.00 | | | 8.00 | 8.00 |
| Animal Services | | 125.00 | | | 123.00 | 123.00 |
| County Library | | 317.00 | | | 290.25 | 290.25 |
| General Services | | 345.00 | | | 334.00 | 334.00 |
| Housing & Community Development | | 102.00 | | | 102.00 | 102.00 |
| Purchasing and Contracting | | 58.00 | | | 58.00 | 58.00 |
| Registrar of Voters | | 63.00 | | | 63.00 | 62.00 |
| Total | | 1,019.00 | | | 978.25 | 977.25 |

## Group Expenditures by Department

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Community Services Executive Group | $ 9,620,280 | $ 6,346,704 | $ 8,754,647 | $ 1,773,730 | $ 6,863,315 | $ 6,063,315 |
| Animal Services | 14,173,016 | 14,458,148 | 14,877,486 | 14,031,202 | 14,621,920 | 14,558,711 |
| County Library | 42,881,596 | 41,313,536 | 46,221,187 | 38,565,141 | 37,878,790 | 33,574,452 |
| General Services | 143,815,285 | 166,097,547 | 179,693,663 | 140,670,932 | 166,369,373 | 166,168,312 |
| Housing & Community Development | 19,051,608 | 31,671,025 | 65,213,361 | 19,354,346 | 26,473,349 | 23,195,651 |
| Purchasing and Contracting | 8,999,820 | 21,175,646 | 21,370,256 | 17,251,893 | 12,122,401 | 11,736,963 |
| County of San Diego Redevelopment Agency | 5,980,542 | 13,575,911 | 14,666,067 | 9,755,154 | 9,074,112 | 7,956,782 |
| Registrar of Voters | 21,354,902 | 18,688,606 | 25,549,915 | 15,756,560 | 20,046,031 | 27,490,819 |
| Total | $ 265,877,049 | $ 313,327,123 | $ 376,346,582 | $ 257,158,956 | $ 293,449,291 | $ 290,745,005 |

## Executive Office Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Community Services Executive Office | | 9.00 | | | 8.00 | 8.00 |
| Total | | 9.00 | | | 8.00 | 8.00 |

## Executive Office Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Community Services Executive Office | $ 9,620,280 | $ 6,346,704 | $ 8,754,647 | $ 1,773,730 | $ 6,863,315 | $ 6,063,315 |
| Total | $ 9,620,280 | $ 6,346,704 | $ 8,754,647 | $ 1,773,730 | $ 6,863,315 | $ 6,063,315 |

## Executive Office Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 1,481,003 | $ 1,578,302 | $ 1,578,302 | $ 1,322,961 | $ 1,429,920 | $ 1,452,142 |
| Services & Supplies | 3,639,277 | 1,518,402 | 3,926,345 | 450,768 | 2,183,395 | 1,361,173 |
| Operating Transfers Out | 4,500,000 | — | — | — | — | — |
| Management Reserves | — | 3,250,000 | 3,250,000 | — | 3,250,000 | 3,250,000 |
| Total | $ 9,620,280 | $ 6,346,704 | $ 8,754,647 | $ 1,773,730 | $ 6,863,315 | $ 6,063,315 |

## Executive Office Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Intergovernmental Revenue | $ 372 | $ — | $ — | $ 449 | $ — | $ — |
| Charges For Current Services | 802,477 | 829,836 | 829,836 | 876,130 | 791,836 | 791,836 |
| Miscellaneous Revenues | 617 | — | — | — | — | — |
| Use of Fund Balance | 5,461,269 | 3,250,000 | 5,657,943 | (1,369,718) | 4,050,000 | 3,250,000 |
| General Purpose Revenue Allocation | 3,355,545 | 2,266,868 | 2,266,868 | 2,266,868 | 2,021,479 | 2,021,479 |
| Total | $ 9,620,280 | $ 6,346,704 | $ 8,754,647 | $ 1,773,730 | $ 6,863,315 | $ 6,063,315 |

# Animal Services

## Department Description

*The Department of Animal Services (DAS) protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned or lost pets each year. More than 26,000 animals enter the department's three shelters annually. The department provides animal-related law enforcement, sheltering, medical and pet adoption services to the unincorporated area of the County and, by contract, to the cities of San Diego, Carlsbad, Del Mar, Encinitas, Santee and Solana Beach.*

## Mission Statement

To protect the health, safety and welfare of people and animals.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Promoted child safety and injury prevention by offering 108 animal safety and dog bite prevention presentations to area schools and other organizations that serve local youth.
- Encouraged children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read. Over 5,000 children read a targeted number of books and DAS donated over 2,000 pounds of pet food to needy families with pets.
- Enhanced children's awareness of animal welfare issues and promoted the humane treatment of animals through participation in a joint facility tour and humane education program with the San Diego Humane Society, and co-hosted 12 classroom or youth group visits to the Campus for Animal Care or other County animal shelters.
- Assisted young people in developing job skills that will help them become thriving, self-sufficient adults through participation in the County's Workforce Academy for Youth (WAY), the Youth Empowerment Services Program, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute and Regional Occupation Programs from various schools within the County. The department provided job training opportunities to three WAY, four PIMA and six Mesa College students.

### Strategic Initiative – Safe and Livable Communities

- Achieved goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owners or through adoption.
- Ensured 100% of all dogs and cats that could be safely vaccinated were vaccinated within 24 hours of intake at each shelter.
- To ensure continued physical and emotional stability, veterinary staff evaluated all animals that remained in the care of DAS more than 60 days.
- Ensured that 91% (25,088 of 27,569) of patrol responses were on time according to department protocols for responding to various levels of priority calls.
- Participated in four Community Emergency Response Team (CERT) meetings to inform and educate communities on emergency preparedness for their pets.
- Developed a Responsible Pet Ownership program for animal law violators to teach responsible pet ownership and to reduce the burden on the court system. Conducted nine classes.

### Required Discipline – Customer Satisfaction

- Achieved a 4.62 customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent").

### Required Discipline – Regional Leadership

- Made eight presentations to community or industry groups describing department services, animal health and welfare issues, cruelty investigations and/or new animal-related legislation.

- Submitted three articles to trade journals or community publications to highlight department services, animal health and welfare issues, dog bite prevention and/or adoption opportunities.
- Provided 24 dog bite prevention presentations to local area companies to promote the safety of their employees who may encounter dogs in the scope of their employment (e.g., SDG&E and the U.S. Postal Service).

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continued to seek qualified diverse applicants by attending four job fairs and advertising positions in periodicals targeted to minority populations to fill positions as needed.

### Required Discipline – Continuous Improvement

- Ensured at least 64.3% of 23,382 sheltered dogs and cats were reunited with their owner or adopted into a new home. While the department continued to use innovative strategies to place as many animals as possible, it did not meet the goal of 68% since fewer pet owners claimed their animals and fewer people came forward to adopt new pets.
- The goal of euthanizing no more than 15.9% of treatable animals was not met due to the deteriorating economy and related relinquishment of animals with serious medical conditions. The Department euthanized 24% of its treatable animals.
- Did not meet goal of increasing the number of in-house sterilization surgeries by 33% (500) due to a shortage of medical staff available to perform these surgeries and an increased workload required for other veterinary care. Performed 1,528 in-house sterilization surgeries in Fiscal Year 2009-10, which is 7% (111) fewer than Fiscal Year 2008-09 (1,639).
- Developed and implemented two business process reengineering improvements that reduce costs or enhance customer service, productivity or revenue. The Department improved its Over-the-Counter Dog License Application Process and its Kennel Inventory Process. The Department reduced the number of steps required in the dog license application, thus making it more efficient, and streamlined the kennel inventory process making it faster and more accurate.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Promote child safety and injury prevention by offering at least 80 animal safety and dog bite prevention presentations per year to area schools and other organizations that serve local youth.
- Encourage children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read.
- Enhance children's awareness of animal welfare issues and promote the humane treatment of animals through participation in a joint facility tour and humane education program with the San Diego Humane Society, and by co-hosting a minimum of 12 classroom or youth group visits per year to the Campus for Animal Care or other County animal shelters.
- Assist young people in developing job skills that will help them become thriving, self-sufficient adults through participation in the County's Workforce Academy for Youth, the Youth Empowerment Services Program, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute and Regional Occupation Programs from various schools within the County. The department will provide job training opportunities to at least one participant in each program per year.

### Strategic Initiative – Safe and Livable Communities

- Achieve goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owner or through adoption.
- Ensure 100% of all dogs and cats that can be safely vaccinated are vaccinated within 24 hours of intake at each shelter.
- Evaluate 100% of all animals in the shelters longer than 60 days by veterinary and behavior staff, to ensure the physical and emotional stability of the animals in a shelter environment.
- Ensure at least 94% of an estimated 28,700 patrol responses are on time according to department protocols for responding to various levels of priority calls.
- Participate in four Community Emergency Response Team (CERT) meetings per year to inform and educate communities on emergency preparedness for their pets.

- Conduct six classes per year for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system.

### Required Discipline – Customer Satisfaction

- Ensure customers are satisfied with the services provided. A key indicator of how well service is provided will be to achieve a 4.72 or better customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent").

### Required Discipline – Regional Leadership

- Make eight presentations per year to community or industry groups describing department services, animal health and welfare issues, cruelty investigations and/or new animal-related legislation.
- Submit at least three articles to trade journals or community publications to highlight department services, animal health and welfare issues, dog bite prevention and/or adoption opportunities.
- Provide at least 24 dog bite prevention presentations per year for local area companies to promote the safety of their employees who may encounter dogs in the scope of their employment (e.g., SDG&E and the U.S. Postal Service).

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continue to seek qualified diverse applicants by attending four job fairs and advertising positions in periodicals targeted to minority populations to fill positions as needed.

### Required Discipline – Continuous Improvement

- Ensure at least 68.8% of an estimated 26,000 sheltered dogs and cats are reunited with their owner or adopted into a new home.
- Ensure no more than 15.9% of treatable animals are euthanized by providing medical care where resources allow and placing animals with rescue partners or adopters.
- Reduce the dependency on outsourcing veterinary clinics by increasing the number of in-house sterilization surgeries by 33% (500) each year over the previous year to reduce or eliminate wait times for adopters to take possession of their new pet.
- Develop and implement at least two business process reengineering improvements that reduce costs or enhance customer service, productivity or revenue.

### Strategic Initiative – Information Technology

- Develop and implement mobile networking capability to all patrol vehicles. Install wireless laptop computers in each patrol vehicle to improve efficiency and accuracy of information, and to allow longer service in the field for the communities and cities that the department serves.

## Related Links

For additional information about the Department of Animal Services, refer to the Web site at http://www.sddac.com/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Sheltered dogs and cats either adopted or reunited with owners[1] | 64.5% of 23,382 | 68.8% | 64.3% of 23,382 | 68.8% | 68.8% |
| On-time patrol response[2] | 92.2% of 29,664 calls | 94% | 91% of 27,569 calls | 94.4% | 94.4% |
| Adoptable shelter animals euthanized[3] | 0% | 0% | 0% | 0% | 0% |
| Euthanized animals that were treatable[4] | 23.3%[5] | 15.9% | 24%[4] | 15.9% | 15.9% |
| Customer Satisfaction Rating[6] | 4.67 | 4.70 | 4.62 | 4.72 | 4.72 |

*Table Notes*

[1] Based on 23,382 dispositioned dogs and cats in 2008-09 and in 2009-10.

[2] Patrol time response standards, varying by urgency of call, are established by contract with client cities.

[3] Treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized.

[4] The number of animals, primarily cats, with treatable conditions has significantly increased, constraining staff's ability to diagnose medical issues and treat sheltered animals. Cats with medical conditions are particularly problematic due to their numbers and lack of adoption or rescue options. In addition, medical staff continue to focus on additional in-house spay/neuter surgeries (a State mandate for adopted pets) due to fewer private veterinary clinics willing to contract with the County for those services.

[5] Correction to previously published actual.

[6] Scale of 1 to 5, with 5 being "excellent."

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 2.00 staff years. These positions are administrative in nature and their loss will impact the department's ability to manage and coordinate some internal programs. This workload will be absorbed by other staff due to reengineered processes and technology investments and will not affect service delivery levels.

### Expenditures

Net increase of $0.16 million.

- Salaries and Benefits — net increase of $0.27 million due to negotiated wage and benefit increases, and higher levels of overtime and temporary help to align the budget with recent cost trends.
- Services and Supplies — net decrease of $0.14 million due to reduced major maintenance and professional services' costs offset by increases in information technology costs for mobile capability in patrol cars.
- Capital Assets Equipment — net increase of $0.04 million for rebudget of one-time purchase and installation of medical equipment at the Animal Shelter in Bonita.

### Revenues

Net increase of $0.16 million.

- Licenses, Permits & Franchises — net decrease of $0.02 million due to decreases in pet licensing.
- Charges for Current Services — net increase of $0.03 million to align revenue with recent trends.

- Use of Fund Balance — net increase of $0.14 million due to rebudgets for capital equipment and medical supplies.
- General Purpose Revenue Allocation — net increase of $0.02 million for the County's proportion of shared costs.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net increase of $0.1 million is the result of an increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full-year effect of the flexible benefit credit increase that will take effect in January 2011, partially offset by a reduction in Capital Assets Equipment due to prior year one-time expenditures.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Animal Services | | 125.00 | | | 123.00 | 123.00 |
| Total | | 125.00 | | | 123.00 | 123.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Animal Services | $ 14,173,016 | $ 14,458,148 | $ 14,877,486 | $ 14,031,202 | $ 14,621,920 | $ 14,558,711 |
| Total | $ 14,173,016 | $ 14,458,148 | $ 14,877,486 | $ 14,031,202 | $ 14,621,920 | $ 14,558,711 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 9,696,563 | $ 9,908,726 | $ 9,908,726 | $ 9,518,373 | $ 10,175,495 | $ 10,265,790 |
| Services & Supplies | 4,463,027 | 4,519,422 | 4,801,162 | 4,373,002 | 4,376,425 | 4,292,921 |
| Other Charges | — | — | 97,039 | 97,039 | — | — |
| Capital Assets Equipment | 13,425 | 30,000 | 70,559 | 42,788 | 70,000 | — |
| Total | $ 14,173,016 | $ 14,458,148 | $ 14,877,486 | $ 14,031,202 | $ 14,621,920 | $ 14,558,711 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Licenses Permits & Franchises | $ 2,201,747 | $ 2,205,500 | $ 2,205,500 | $ 2,267,834 | $ 2,181,409 | $ 2,205,500 |
| Fines, Forfeitures & Penalties | 3,455 | 3,000 | 3,000 | 2,667 | 3,000 | 3,000 |
| Revenue From Use of Money & Property | 55,960 | 50,000 | 50,000 | 56,509 | 50,000 | 50,000 |
| Intergovernmental Revenue | 41,052 | — | — | — | — | — |
| Charges For Current Services | 8,701,986 | 9,445,433 | 9,445,433 | 9,294,583 | 9,475,511 | 9,643,211 |
| Miscellaneous Revenues | 43,298 | 26,000 | 26,000 | 42,883 | 26,000 | 26,000 |
| Other Financing Sources | — | — | — | 83 | — | — |
| Use of Fund Balance | 344,585 | 146,000 | 565,338 | (215,571) | 286,000 | — |
| General Purpose Revenue Allocation | 2,780,933 | 2,582,215 | 2,582,215 | 2,582,215 | 2,600,000 | 2,631,000 |
| Total | $ 14,173,016 | $ 14,458,148 | $ 14,877,486 | $ 14,031,202 | $ 14,621,920 | $ 14,558,711 |

# County Library

## Department Description

*The County Library provides services at 33 branch libraries and 2 mobile libraries. Library services include providing information in print, nonprint and online formats for lifelong learning; promoting reading and literacy skills; instruction and facility access to the Internet and other online services; offering diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.*

## Mission Statement

To provide resources to meet the informational, recreational and cultural needs of each branch library community and to actively promote reading and lifelong learning.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Maintained the 2009 youth summer reading enrollment with 30,100 participants by involving parents and caregivers in library-sponsored literacy activities.
- Maintained the number of baby story times offered at more than 11 programs per month to expose families to library services and promote early literacy activities in families by conducting 313 programs.

### Strategic Initiative – Safe and Livable Communities

- Met the informational, recreational and cultural needs of the community and actively promoted reading and lifelong learning by ensuring the public had access to library resources and services and that the San Diego County Library (SDCL) had the capacity to meet these goals.
  - Maintained the planned schedule of library operations.
  - Provided virtual library services that are available and relevant such as E-books, audio downloads and access to premium databases.
- Ensured that collections, materials and programs are current and relevant to meeting the needs and interests of a dynamic community.
  - Met the planned Annual Average Circulation per item.
  - Maintained participation in adult programs that promote lifelong learning.

### Required Discipline – Continuous Improvement

- Implemented Link + which substantially replaces the Inter-Library Loan (ILL) process, resulting in savings in postage, increased availability of library materials, and elimination of most of the trips to branch libraries by SDCL customers that were required by the ILL process.

### Required Discipline – Information Technology

- Implemented a Radio Frequency Identification (RFID)-based system in more than 22 branches, increasing the ability of library customers to check out items themselves and increasing the efficiency of library operations.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Maintain the 2010 youth summer reading enrollment of 29,000 participants by involving parents and caregivers in library-sponsored literacy activities.
- Maintain the number of baby story times offered at 11 programs per month to expose families to library services and promote early literacy activities in families.

### Strategic Initiative – Safe and Livable Communities

- Meet the informational, recreational and cultural needs of the community and actively promote reading and lifelong learning by ensuring the public has access to library resources and services and that the SDCL has the capacity to meet these goals.
  - Maintain the planned schedule of library operations.
  - Provide virtual library services that are available and relevant such as E-books, audio downloads and access to premium databases.

- Ensure that collections, materials and programs are current and relevant to meeting the needs and interests of a dynamic community.
  - Meet the planned Annual Average Circulation per item.
  - Maintain participation in adult programs that promote lifelong learning by serving 54,000 participants.

### Required Discipline – Continuous Improvement

- Complete implementation of the SDCL Marketplace model by successfully implementing retail management techniques and display to library materials merchandising and branch layout to increase the capacity of SDCL to serve residents of San Diego County and increase the access of the residents to library resources.

### Required Discipline – Information Technology

- Complete implementation of the Radio Frequency Identification (RFID)-based system at 13 additional branches/bookmobiles to extend RFID to all 35 service outlets to increase the efficiency of library operations by increasing the ability of library customers to check out items themselves.

## Related Links

For additional information about the County Library, refer to the Web site at http://www.sdcl.org/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Library hours open[1] | 86,127 | 86,150 | 89,314.5 | 88,400 | 88,400 |
| Annual average circulation per item[2] | 5.44 | 4.75 | 6.46 | 6.68 | 7.25 |
| Annual San Diego County Library Web hits[3] | 30,283,606 | 35,000,000 | 123,463,035 | 111,000,000 | 118,000,000 |
| Specialty subscription database usage per capita[4] | 0.86 | 1.00 | 1.10 | 1.12 | 1.12 |
| Use of SDCL virtual library services per capita[5] | 2.14 | 2.25 | 2.49 | 2.41 | 2.41 |
| Average satisfaction rating[6] | 4.60 | 4.70 | 4.70 | 4.70 | 4.70 |
| Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County[7] | 4.29 | 4.75 | 4.75 | 4.75 | 4.75 |
| Annual count of foot traffic at the library[8] | 5,263,761 | 5,350,000 | 5,708,697 | 6,000,000 | 6,300,000 |

*Table Notes*

[1] Library hours open represents the overall level of accessibility that the community has to the library branches. The Fiscal Year 2009-10 Actual is higher than Adopted levels due to redesigned staffing plans which allowed an increase in hours open to the public without adding staff or staffing costs.

[2] Annual average circulation per item represents how relevant the materials are to customers. A higher level of circulation means that the materials are what customers want in the collection.

[3] Annual library Web hits are used by libraries as a measure of public use of virtual library services. Use of this measure allows inter-library comparisons and reflects current Internet traffic on the SDCL Web site. The Library experienced a significant increase because of a redesign of the library Web site to meet the needs of customers. Use of the library Internet site by the public varies greatly throughout the year.

[4] Specialty subscription database usage per capita measures the usage by library patrons of premium databases that are not available on the general Internet. The specialty subscription database usage per capita shown in this report reflects a count that conforms to accepted professional standards for libraries. No increase is expected during the next two years as the current fiscal climate will result in the loss of some database services.

[5] Use of the SDCL virtual library services per capita measures the use of premium databases, E-Books, audio downloads and Web renewals by library patrons. Use of these services represents the penetration of Virtual Library Services in the community. The SDCL virtual library services usage per capita baseline usage shown in this report reflects a count that conforms to accepted professional standards for libraries. No increase is expected during the next two years as the current fiscal climate will result in the loss of some virtual services.

[6] On a scale of 1 to 5, with 5 being the highest level of satisfaction. Customer satisfaction indicates how individuals perceive the Library's ability to provide services of value to them.

[7] On a scale of 1 to 5, with 5 being the highest level of satisfaction. High satisfaction for targeted programs indicates attendees' individual perception of how well the Library is meeting the needs of its diverse population.

[8] The number of persons using the library is a critical measure of the success of the San Diego County Library. This measure is taken from "people counters" that are installed at the entrance of each Branch Library. The measurement increases show the growth in use of physical library services.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 26.75 staff years to align staffing with available resources. Although the impact will be partially mitigated by automation, customer services (e.g., answering general and reference questions, presenting programs, assisting with material location, making materials recommendations, etc.) will be decreased and delays in services will result. Hours of operation, however, will be maintained.

### Expenditures

Decrease of $3.4 million to align expenditures with available resources.

- Salaries and Benefits — decrease of $1.5 million due to staffing reductions and anticipated vacancies, partially offset by an increase for negotiated wage and benefit increases.
- Services and Supplies — decrease of $0.9 million due to reductions in purchases of library materials and reductions in public programs, training and travel, minor equipment, facilities maintenance and upgrades, office expenses, computers, security guards and other services and supplies. The reductions directly reflect the impact of the downturn in the economy.
- Management Reserves — decrease in Management Reserves of $1.0 million.

### Revenues

Decrease of $3.4 million to reflect anticipated resources.

- Taxes Current Property — decrease of $1.5 million to reflect declining property valuations.
- Taxes Other Than Current Secured — decrease of $1.0 million to reflect declining trends in revenues from property taxes and to re-categorize revenues.
- Revenue from the Use of Money and Property — decrease of $0.1 million to align with anticipated revenues due to lower interest rates and cash balance.
- Intergovernmental Revenue — increase of $0.4 million to align with anticipated revenues resulting from re-categorization of revenues.
- Charges for Current Services — increase of $0.2 million due to implementation of automated charges for printing and copying.
- Miscellaneous Revenues — increase of $2.4 million due to increased donations from the Friends of the Library for Fallbrook and Ramona in support of new libraries in those communities.
- Other Financing Sources — decrease of $1.9 million in General Fund support, which reflects the impact of the downturn in the overall economy.
- Use of Fund Balance — decrease of $1.9 million due to completion of one-time automation projects and a decrease in budgeted Management Reserves. Budgeted Fund Balance of $2.9 million is for Management Reserves, library automation equipment and other IT projects, and renovations in branches. These one-time projects will enable greater efficiency for the lower levels of staffing.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $4.3 million is the result of a $4.4 million decrease in Services and Supplies, primarily due to completion of one-time acquisition of furniture, fixtures and equipment for the Fallbrook and Ramona Branch Libraries, and additional reductions in computers, discretionary renovations and library materials. This decrease is partially offset by an increase of $0.1 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Library Operations and Administration | | 24.25 | | | 22.25 | 22.25 |
| Library Professional & Technical Support Service | | 47.25 | | | 42.75 | 42.75 |
| Library Branch Operations | | 245.50 | | | 225.25 | 225.25 |
| Total | | 317.00 | | | 290.25 | 290.25 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Library Operations and Administration | $ 4,181,073 | $ 6,361,232 | $ 6,414,632 | $ 3,736,667 | $ 5,674,979 | $ 5,077,370 |
| Library Professional & Technical Support Service | 13,318,987 | 12,801,490 | 13,739,195 | 11,254,251 | 7,643,088 | 7,029,451 |
| Library Branch Operations | 25,381,536 | 22,150,814 | 26,067,361 | 23,574,223 | 24,560,723 | 21,467,631 |
| Total | $ 42,881,596 | $ 41,313,536 | $ 46,221,187 | $ 38,565,141 | $ 37,878,790 | $ 33,574,452 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 23,745,299 | $ 23,012,215 | $ 23,012,215 | $ 22,074,175 | $ 21,525,869 | $ 21,669,668 |
| Services & Supplies | 18,320,729 | 16,801,321 | 21,683,917 | 16,457,294 | 15,852,921 | 11,404,784 |
| Capital Assets Equipment | 759,336 | — | 33,673 | 33,672 | — | — |
| Operating Transfers Out | 56,231 | — | — | — | — | — |
| Management Reserves | — | 1,500,000 | 1,491,382 | — | 500,000 | 500,000 |
| Total | $ 42,881,596 | $ 41,313,536 | $ 46,221,187 | $ 38,565,141 | $ 37,878,790 | $ 33,574,452 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Current Property | $ 29,168,485 | $ 29,753,963 | $ 29,753,963 | $ 28,004,554 | $ 28,235,612 | $ 28,235,612 |
| Taxes Other Than Current Secured | 2,598,921 | 1,356,442 | 356,442 | 241,825 | 375,192 | 375,192 |
| Revenue From Use of Money & Property | 348,425 | 260,835 | 260,835 | 117,266 | 122,900 | 122,900 |
| Intergovernmental Revenue | 551,381 | 758,927 | 1,853,146 | 2,361,663 | 1,149,817 | 1,149,817 |
| Charges For Current Services | 1,149,204 | 1,471,382 | 1,471,382 | 1,059,200 | 1,655,047 | 1,666,505 |
| Miscellaneous Revenues | 679,768 | 723,928 | 2,936,617 | 574,666 | 3,113,928 | 613,928 |
| Other Financing Sources | 7,237,818 | 2,250,000 | 2,768,865 | 2,768,865 | 350,000 | — |
| Use of Fund Balance | 1,147,594 | 4,738,059 | 6,819,938 | 3,437,101 | 2,876,294 | 1,410,498 |
| Total | $ 42,881,596 | $ 41,313,536 | $ 46,221,187 | $ 38,565,141 | $ 37,878,790 | $ 33,574,452 |

# General Services

## Department Description

*The Department of General Services (DGS) is primarily an internal service department within the County of San Diego. The DGS ensures that other County departments have the necessary workspaces, services and vehicles to accomplish their own business objectives. These services range from real estate leasing and acquisition support to capital improvement and architectural planning; from facility maintenance and repair services to security management; from vehicle acquisition and maintenance to refueling services.*

## Mission Statement

To provide cost effective, efficient, high-quality and timely support services to County departments, groups and agencies.

## 2009-10 Accomplishments

### Strategic Initiative – The Environment

- Reduced electricity consumption at County facilities by 3% per square foot.
- Developed an Environmental/Entitlement Planning and Management program for current County property and proposed/planned County Capital Projects, to identify entitlement and environmental approvals to be maintained and permits or mitigations to be attained. The Inventory and Management Program has been developed for implementation in Fiscal Year 2010-11 and future budgets.
- Implemented best management practices in Fleet environmental programs.
  - Reduced vehicle and equipment emissions to meet California Air Resources Board requirements for on- and off-road diesel vehicles, stationary diesel equipment and off-road large spark (gasoline) engine vehicles.
  - Increased the number of hybrid/alternative fuel vehicles in the County's fleet. Currently, there are 170 hybrid, 16 Compressed Natural Gas and 557 Flex Fuel vehicles in the County's fleet, representing 30% of eligible fleet assets (2,454 units).
  - Implemented a quality assurance monitoring program to randomly assess vehicle maintenance and ensure compliance with proper vehicle maintenance procedures.
  - Upgraded fueling equipment. All Fleet-managed fuel sites were retrofitted to current environmental regulations.
  - Right-sizing the County's vehicle fleet is a joint effort between DGS' Fleet Division and client departments. Vehicle Fleet was reduced by 1% (from 3,908 to 3,865).
  - Achieved Countywide goal of reducing vehicle mileage by 5% (43,557,324 miles to 41,379,458 miles).
  - Reduced fuel consumption by 6% (2,996,253 gallons to 2,822,350 gallons).
- Acquired a total of 545 acres for the Multiple Species Conservation Program open space land for a total cost of $14,552,050.

### Strategic Initiative – Safe and Livable Communities

- Completed acquisition of remaining 2 of 57 total parcels along South Santa Fe Road necessary for street-widening project in San Marcos/Vista.
- Maintained availability of County-supported fire apparatus at 95% or more, and supported the San Diego County Fire Authority by acquiring Board approved apparatus, such as trucks and water tenders.
- Ensured maximum availability of law enforcement vehicles to meet the needs of client departments by maintaining availability of Sheriff's patrol vehicles at 97%.
- Plans to relocate 14,500 square foot County Counsel Child Dependency office from its existing Kearny Mesa site to a location closer to the Juvenile Court have been amended to relocate to the County Operations Center (COC) campus in 2012. This move is planned for Phase 1B.

- Completed the required transfer of Court facilities from the County to the State through a comprehensive exchange of assets, which relieves the County of long-term seismic liability in existing buildings and provides land downtown for the potential site of a future courthouse.

### Required Discipline – Essential Infrastructure

- Planned and executed the County's capital projects and other infrastructure projects in a timely and cost effective manner, to meet departments' needs. Some project construction schedules were revised due to circumstances described below.
  - Progress has been made on the following Library projects:
  - Design-build contracts were awarded for the Fallbrook and Ramona libraries and construction has begun with completion scheduled for January and February 2011, respectively.
    - Construction bids were received for the new Lincoln Acres Library, Park and Community Room project.
    - Completed the interior remodel phase of the Cardiff Library expansion project March 2010, ahead of schedule.
    - Completed construction, commissioning and occupancy of the new Medical Examiner & Forensic Center at the COC in December 2009, on schedule and under budget.
  - Completed 93% (188 of 202) of the Major Maintenance Improvement Plan (MMIP) and Capital Projects within estimated budget.
  - Established schedule to rebuild San Pasqual Academy housing units and administration building destroyed in the 2007 Witch Creek Fire, following final insurance settlement and review of housing component of campus master plan. Incorporated sustainability requirements in design. Awarded design-build contract for construction. Project completion expected in fall 2011.
  - Completed construction, commissioning and occupancy of the new COC Central Plant in November 2009, to support the new Medical Examiner and Forensic Center.
  - Construction of COC Buildings 201 and 202 are proceeding ahead of schedule for occupancy by December 2010 and the parking structure by March 2011.
  - Completed demolition of the old Edgemoor Skilled Nursing Facility in April 2010.
- Provided time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding and initiating corrective action to 100% (1,889) of all emergency requests within four hours of notification.
- Completed 95% (1,891 of 2,000) of scheduled preventive maintenance (PM) goals to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these same systems.

### Required Discipline – Fiscal Stability

- Minimized the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with average rental rate for all County office leases at or below 89% of the market rate for Class B office space.
- Ensured maximum return on County leased properties by renegotiating leases and marketing additional properties. The goal of 2% increase in revenues over previous year was exceeded, realizing a 3% increase. Overall real estate demand was down in this struggling market and there were several lease terminations and negotiated rent reductions. However, the loss in revenue was more than offset by renegotiating leases at higher rents, new cell site leases and annual Consumer Price Index (CPI) increases.
- Awarded a $5.1 million American Recovery and Reinvestment Act of 2009 (ARRA) energy grant. Funding will support energy projects such as lighting retrofit, solar electric system, energy-efficient equipment including automated controls for energy use, fluorescent lamp recycling and education and outreach.
- Received $600,000 in Proposition 50, *Water Security, Clean Water, Coastal and Beach Protection Act of 2002*, grant funding. This grant will be used to demonstrate how existing County facilities can be feasibly retrofitted with Low-Impact Development techniques that would promote infiltration, reduce runoff and cumulatively improve water quality in the Chollas Creek area.

### Required Discipline – Information Technology

- Purchased 406 and installed 295 global positioning system (GPS) devices in County vehicles to improve employee efficiency, reduce fuel consumption through trip planning and monitor real-time vehicle performance information.

- Upgraded to new hardware and system software for the County Access Control System. The upgrade enhances system functionality, reliability and technical support; makes it easier to perform future upgrades; and uses more current software and equipment. The system also has better backup functionality to enable more timely recovery in the event of a disaster. The access control system manages building access and supports the issuance of employee and contractor badges/identification cards. This system provides critical security functions for the County by monitoring access and establishing security levels based on an individual's needs. The system is used by all County departments, including the Sheriff, District Attorney and Superior Court.

### Required Discipline – Continuous Improvement

- Reduced postage costs by $75,000 annually with the installation of new sorting equipment. The new equipment makes it possible to take advantage of postal discounts for larger size pieces of mail, such as standard 9x12 envelopes.
- Maximized postage discounts by bar coding 96% (590,000 of 614,000) of all standard business letters.

### Required Discipline – Regional Leadership

- Received the California Counties Facilities Services Association *"2009 Public Facilities Award of Excellence"* for outstanding organizational leadership in the maintenance and lifecycle extension of County of San Diego public facilities. The award represents exceptional dedication to facilities excellence via: Best Practices, Process Innovation, Staff Development, Department Automation and Energy Conservation. Third consecutive annual award.
- Received three 2009 National Association of Counties awards for development of: 1) an Integrated Fire Suppression and Storm Water Compliance program; 2) a Preventive Maintenance Quality Assurance program; and 3) a Wild Fire Inspection program/process.
- Received the 2009 California Sustainability Alliance *Excellence in Sustainability Award* for large governments. Recognized for focusing on programs that build strong and sustainable communities, including the Energy Management Program, Green Business Program, Green Building Program, Stormwater Management Program and Climate Change Team. County departments are working together, as well as partnering with local utilities and organizations, to maximize adoption of sustainability best practices.

## 2010-12 Objectives

### Strategic Initiative – The Environment

- Improve County operations through sustainability efforts such as energy conservation.
  - Reduce electricity consumption at County facilities by 1% per square foot per year.
  - Complete ARRA Energy Efficiency projects for photovoltaics, advanced technology and controls by May 2011.
  - Reduce vehicle emissions for on- and off-road diesel vehicles and stationary diesel equipment in accordance with California Air Resources Board requirements.
  - Integrate 25% of eligible hybrid/alternative fuel vehicles into the County's fleet in accordance with Board of Supervisors Policy H-2, *Fleet Vehicle Acquisition Policy*.
- Complete Proposition 50 (*Water Security, Clean Water, Coastal and Beach Protection Act of 2002)* funded low-impact development stormwater management projects for improvements in the Chollas Creek watershed by March 2011. Low-impact development (LID) projects are stormwater Best Management Practices (BMPs) that rely on natural filtration and infiltration processes of the soil.

### Strategic Initiative – Safe and Livable Communities

- Support client departments in their public safety efforts.
  - Maintain availability of County supported fire apparatus at a minimum of 95%.
  - Ensure maximum availability of law enforcement patrol vehicles at 95%.

### Required Discipline – Essential Infrastructure

- Provide time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding and initiating corrective action to 100% of all "emergency" requests within four hours of notification.
- Complete 96% of scheduled preventive maintenance (PM) goals to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these same systems.
- Plan and execute the County's capital projects and other infrastructure projects in a timely and cost effective manner, to meet departments' needs.

- Complete project construction for the following libraries:
  - Expansion of the Cardiff Library by November 2010.
  - Design-build construction of new libraries in the communities of Fallbrook and Ramona by December 2010 and February 2011, respectively.
  - Complete construction of the new Lincoln Acres Library, Park and Community Room project by July 2011.
- Begin construction on COC Phase 1B Office Buildings 203 and 204 and Conference Center for completion by December 2012.
- Complete interior remodel of the downtown Law Library by June 2011.
- Complete reconstruction of the San Pasqual Academy housing units destroyed in the 2007 Witch Creek Fire.
- Award design-build contract for new Women's Detention Facility project completion scheduled December 2014.
- Lease 440-bed Descanso Detention Facility by June 2011.

### Required Discipline – Continuous Improvement

- Maximize postage discounts by bar coding a minimum of 95% of all standard business letters.

### Required Discipline – Fiscal Stability

- Minimize the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with average rental rate for all County office leases at or below 90% of the market rate for Class B office space.
- Ensure maximum return on County leased properties by renegotiating leases and marketing additional properties.

## Related Links

For additional information about the Department of General Services, refer to the Web site at http://www.sdcounty.ca.gov/general_services/

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| MMIP and Capital projects completed within estimated budget[1] | 95% of 66 | 93% of 200 | 93% of 202 | 93% of 200 | 93% of 200 |
| Electricity consumption decrease per square foot [2] | 1% of 17.82 kWh/SF | 1% of 17.64 kWh/SF | 3% of 17.02 kWh/SF | 1% of 17.46 kWh/SF | 1% of 17.29 kWh/SF |
| Law enforcement patrol vehicles available | 94% of 554 | 95% of 450 | 97% of 465 | 95% of 450 | 95% of 450 |
| Fire services program apparatus available | 88% of 26 | 95% of 32 | 95% of 32 | 95% of 32 | 95% of 36 |
| Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification | 100% of 2,158 | 100% | 100% of 1,889 | 100% | 100% |
| Monthly facilities' Preventive Maintenance actions completed | 100% of 1,833 | 96% of 2,000 | 95% of 2,000 | 96% of 2,000 | 96% of 2000 |
| Applicable monthly mail bar coded / total pieces of mail[3] | 95% of 649,247 | 95% of 666,000 | 96% of 614,000 | 95% of 660,000 | 95% of 660,000 |
| County office space lease rate as a percentage of San Diego area Class B office rental rate[4] | 85% | 89% | 89% | 90% | 90% |
| Increase in lease revenue year-to-year[5] | 1% | 2% | 3% | 0.5% | 0.5% |

*Table Notes*

[1] The number of projects projected to be completed in Fiscal Years 2010-11 and 2011-12 is expected to remain stable rather than increase due to continued budget pressure from the economic conditions and State budget; as well as incorporation of Condition Assessments into the Major Maintenance planning, allowing for consolidation of planned projects resulting in fewer larger projects at improved efficiency and cost, with anticipation of potential economic stimulus funding that can support energy efficiency projects.

[2] Fiscal Year 2009-10 Actuals square footage reduction due to court transition to the State.

[3] Fiscal Year 2009-10 Actuals is less than budget due to a general loss in volume primarily as a result of the outsourcing of Revenue and Recovery mail services.

[4] In Fiscal Year 2010-11, below market County leases and continued lower market rental rates throughout the San Diego region will cause the percentage rate to rise to 90%.

[5] Fiscal Year 2009-10 Actuals increase of 3% is more than Adopted (2%) due to renegotiating several leases at higher rents, several new cell site leases and annual CPI increases on most leases. In Fiscal Year 2010-11, new revenue leases are limited to four or five new cell site locations with an anticipated 0.5% increase in revenues due to anticipated loss in revenue from court-related leases required to be transferred to the State from October 2010 through January 2011.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Net decrease of 11.00 staff years based on operational and financial reduction requirements as a result of the current economic downturn. A decrease of 10.00 staff years in the Facilities Management Internal Service Fund and a decrease of 1.00 staff year in the Fleet Management Internal Service Fund will result in increased workloads for remaining staff and the potential for increased response times to client requests/complaints.

### Expenditures

Net increase of $0.3 million.

- Salaries and Benefits — net decrease of $0.9 million primarily due to reduction in operational staff as a result of the current economic downturn, partially offset by an increase for negotiated wage and benefit increases.
- Services and Supplies — increase of $2.0 million substantially due to negotiated contract services. Major increases include custodial contracts ($1.3 million); trash collection contracts ($0.4 million); and security contracts ($0.1 million).
- Other Charges — increase of $0.4 million associated with vehicle depreciation.
- Capital Assets Equipment — net decrease of $2.0 million.
  - Decrease of $3.0 million associated with the anticipated reduction in the Fleet ISF planned acquisition replacement program.
  - Increase of $1.0 million for the purchase of vehicle equipment for the Departments of Agriculture, Weights and Measures and Parks and Recreation.
- Operating Transfers Out — net increase of $0.8 million.
  - Increase of $1.0 million in a one-time transfer from the Land Use and Environmental Group Fund Balance associated with the purchase of vehicle equipment for the Departments of Agriculture, Weights and Measures and Parks and Recreation.
  - Decrease of $0.2 million associated with the anticipated reduction in planned workload requirements in support of the Major Maintenance program.

### Revenues

Net increase of $0.3 million.

- Intergovernmental Revenue — increase of $3.5 million due to reclassification of State revenues associated with Trial Courts reimbursement for facilities maintenance, contracts and utilities from Charges for Services.
- Charges for Current Services — decrease of $5.4 million due to reclassification of State revenues associated with Trial Courts reimbursement for facilities maintenance, contracts and utilities to Intergovernmental Revenues and the decrease in cost reimbursement associated with vehicle fuel prices and acquisitions.
- Miscellaneous Revenues — increase of $0.3 million due to an increase in real estate commission fees and revenues realized via the San Diego Gas & Electric Partnership associated with the administration of the implementation of energy-efficiency projects.
- Other Financing Sources and General Purpose Revenue Allocation — net increase of $0.8 million.
  - Increase of $1.0 million associated with the purchase of vehicle equipment for the Departments of Agriculture, Weights and Measures and Parks and Recreation.
  - Decrease of $0.2 million associated with the anticipated reduction in planned workload requirements in support of the Major Maintenance program.
- Use of Fund Balance — increase of $1.0 million. Total budget of $9.4 million is to fund the Fleet Management ISF Countywide replacement acquisition program ($8.4 million) and additional vehicle purchases for the Departments of Agriculture, Weights and Measures and Parks and Recreation ($1.0 million).

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $0.2 million is the result of decreases in Capital Assets Equipment ($0.1 million) and Operating Transfers Out ($0.9 million) as a result of the removal of the one-time funding for the Departments of Agriculture Weights and Measures and Parks and Recreation vehicle purchases, offset by increases in Salaries and Benefits ($0.6 million), which reflects an increase for retirement contribution for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011, and in Services and Supplies ($0.2 million) due to an escalation in the cost of contracted services.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Facilities Management Internal Service Fund | | 286.00 | | | 276.00 | 276.00 |
| Fleet Management Internal Service Fund | | 59.00 | | | 58.00 | 58.00 |
| Total | | 345.00 | | | 334.00 | 334.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Facilities Management Internal Service Fund | $ 107,165,441 | $ 118,471,644 | $ 130,786,566 | $ 107,164,658 | $ 120,021,420 | $ 120,740,467 |
| Fleet Management Internal Service Fund | 34,346,107 | 46,223,903 | 47,505,096 | 32,104,273 | 43,947,953 | 43,962,845 |
| General Fund Contribution to GS ISF's | 2,303,737 | 1,402,000 | 1,402,000 | 1,402,000 | 2,400,000 | 1,465,000 |
| Total | $ 143,815,285 | $ 166,097,547 | $ 179,693,663 | $ 140,670,932 | $ 166,369,373 | $ 166,168,312 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 30,938,091 | $ 32,946,147 | $ 32,966,147 | $ 30,512,411 | $ 32,078,622 | $ 32,723,505 |
| Services & Supplies | 96,435,106 | 106,061,154 | 116,588,095 | 93,366,262 | 108,022,790 | 108,190,390 |
| Other Charges | 10,911,988 | 10,712,804 | 10,720,374 | 11,594,517 | 11,120,285 | 11,120,285 |
| Capital Assets Equipment | — | 11,383,544 | 12,746,499 | — | 9,348,544 | 9,270,000 |
| Reserves | — | 103,000 | 103,000 | — | 103,000 | 103,000 |
| Operating Transfers Out | 5,530,100 | 4,890,898 | 6,569,547 | 5,197,741 | 5,696,132 | 4,761,132 |
| Total | $ 143,815,285 | $ 166,097,547 | $ 179,693,663 | $ 140,670,932 | $ 166,369,373 | $ 166,168,312 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Revenue From Use of Money & Property | $ 2,398,667 | $ 2,462,729 | $ 2,462,729 | $ 2,046,004 | $ 2,462,729 | $ 2,462,729 |
| Intergovernmental Revenue | 2,469,243 | 892,363 | 8,065,290 | 5,167,108 | 4,409,281 | 4,409,281 |
| Charges For Current Services | 130,328,150 | 146,885,169 | 151,629,708 | 124,762,353 | 141,512,818 | 143,181,757 |
| Miscellaneous Revenues | 1,701,137 | 710,483 | 710,483 | 1,352,714 | 1,034,508 | 1,034,508 |
| Other Financing Sources | 4,807,598 | 5,290,898 | 6,969,548 | 4,603,536 | 6,096,132 | 5,161,132 |
| Residual Equity Transfers In | 7,456,230 | — | — | 1,213,761 | — | — |
| Use of Fund Balance | (6,709,740) | 8,453,905 | 8,453,905 | 123,457 | 9,438,905 | 8,453,905 |
| General Purpose Revenue Allocation | 1,364,000 | 1,402,000 | 1,402,000 | 1,402,000 | 1,415,000 | 1,465,000 |
| Total | $ 143,815,285 | $ 166,097,547 | $ 179,693,663 | $ 140,670,932 | $ 166,369,373 | $ 166,168,312 |

# Housing and Community Development

## Department Description

*The Department of Housing and Community Development (HCD) provides housing assistance and community improvements that benefit low- and moderate-income persons. The department provides services to County residents through rental assistance, minor home improvement loans, first-time homebuyer assistance and public improvement programs. These programs reduce blight, improve neighborhoods and alleviate substandard housing. They also increase the supply of affordable housing by preserving the housing stock and stimulating private sector production of lower-income housing units.*

## Mission Statement

Promote safe, affordable housing opportunities and improved communities in the San Diego region.

## 2009-10 Accomplishments

### Strategic Initiative – Kids

- Increased family re-unification through the County's Substance Abuse Recovery Management System (SARMS) by more than 25% (29 to 40 families assisted) by providing additional funding to expand the SARMS rental assistance program that provides decent, safe and sanitary housing. The SARMS program helps re-unite children with their families.
- Provided information and referral services to 983 families engaged in the pursuit of self-sufficiency through education and support programs, exceeding the goal of 305 families.
- Provided technical support for 100% (currently 10) of the computers at the lab at the Dorothy Street public housing development in Chula Vista, to further educational opportunities for low-income youth.
- Applied for and awarded $1.9 million in U.S. Department of Housing and Urban Development Homelessness Prevention and Rapid Re-Housing Program funding related to the American Recovery and Reinvestment Act of 2009 (ARRA). This one-time grant is intended to fund housing programs to help prevent families or individuals from becoming homeless or to rapidly re-house eligible individuals or families that are currently experiencing homelessness. Served 97 families in Fiscal Year 2009-10. The remaining balance of grant funding was allocated to Fiscal Years 2011-12 and 2012-13.
- Increased affordable housing opportunities for "special needs" populations by increasing tenant-based rental assistance participation by 34%, from 220 families to 294 families.
- Assisted 12 very low-income families by providing funding to developers for the purchase of foreclosed properties through the Neighborhood Stabilization Program (NSP). The newly purchased properties were made available as rental homes for low-income families. The original goal of "Assist at least 30 families with purchasing foreclosed properties by offering a homebuyer program utilizing Neighborhood Stabilization Program Funds" was discontinued due to market conditions and the inability of homebuyer applicants to acquire foreclosed properties with the supplemental NSP funds. Two lower-income homebuyers did receive assistance that enabled them to purchase their residences and one of the two homebuyers also received assistance to carry out energy-conservation improvements on the home purchased. The majority of NSP funds allocated for the NSP Homeownership program have been reallocated to the developer portion of the NSP program. Developers acquiring foreclosed properties under NSP must rent to low-income families for a minimum of 15 years.

## Strategic Initiative – The Environment

- Coordinated environmental reviews for 100% of federally funded programs included in the Fiscal Year 2009-10 Annual Funding Plan. In keeping with County policy of functional threading, environmental reviews were conducted by the Department of Public Works.
- Supported energy efficiency in new and rehabilitation projects by offering preferential scoring on all Notice of Funding Availability applications that included energy-efficiency measures.
- Encouraged energy-efficiency improvements for low-income homebuyers by making available forgivable loans of up to $12,500 through the Neighborhood Stabilization Program.
- Promoted water conservation by xeriscaping one public housing landscape site, L Street Manor. Xeriscaping is a creative form of landscaping which reduces water consumption and requires less maintenance.
- Installed energy-efficient windows and sliding glass doors in all 22 units at Dorothy Street, a low-income public housing facility, to promote energy conservation and reduce utility cost. ARRA Capital Funds and the associated expenditure timelines resulted in the need to begin this window retrofit project in an expedited manner and as a single effort.
- Encouraged energy conservation and environmental preservation awareness through information about State-funded rebate programs, weatherization and minor home rehabilitation programs, provided to Section 8 Rental Assistance and Tenant-Based Rental Assistance participants.

## Strategic Initiative – Safe and Livable Communities

- Conducted 10 Community Revitalization meetings to identify and address issues impacting community living standards.
- Conducted 16 community outreach meetings throughout the County to inform the public and stakeholders about affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Shelter Grant and Housing Opportunities for Persons with AIDS. One outreach meeting was Web-based for persons wishing to utilize technology to acquire information and/or provide community input.
- Provided funding for 13 public improvements for parks, libraries, athletic fields, community centers, health clinics, Americans with Disabilities Act (ADA) improvements and affordable housing to promote wellness and enhance the quality of life for San Diego County neighborhoods, exceeding the goal of eight. The projects funded were:
  - City of Del Mar's ADA Sidewalk Improvement.
  - City of Poway Hilleary Park ADA Improvements.
  - Poway Affordable Housing Services Program.
  - Lake Poway Pavilion ADA accessibility improvements.
  - Live Oak Park Recreational Area/Picnic Facility Renovations.
  - Grossmont Spring Valley Family Health Center improvements.
  - Rural Northeast-Jess Martin Park Jog Walk ADA compliant concrete path.
  - Rural Southeast-Campo Community Center Facility Upgrades.
  - Phase V, Rural Southeast-Campo Community Center Playground.
  - Regional – East County Shared Housing Program.
  - City of Encinitas - HOME Tenant-Based Rental Assistance Program.
  - City of Coronado Community Development Agency-owned affordable housing units.
  - Urban County-HOME Housing Development Program.
- Assisted 30 low-income families by providing rental assistance through the Veterans Affairs Supportive Housing (VASH) Program vouchers. These vouchers incorporated the U.S. Department of Housing and Urban Development (HUD) Housing Choice Voucher (HCV) rental assistance for homeless veterans with case management and clinical services provided by the U.S. Department of Veterans Affairs (VA) at its medical centers and in the community. Up to 105 VASH vouchers were allocated to HCD to administer; however, program intake is based on referrals from the VA which were less than expected. The department continues to work with the VA to increase the number of veterans assisted by this program.
- Assisted families in jeopardy of losing their homes to foreclosure by providing four foreclosure counseling seminars to inform homebuyers about financing options and strategies to avoid foreclosure.

- Ensured subsidized housing is decent, safe and sanitary, increasing monitoring of permanent affordable housing projects by performing annual Housing Quality Standards inspections at all 26 HOME Investment Partnerships Program grant-funded complexes.
- Completed 29 rehabilitation loans/grants for health, safety, and accessibility improvements for elderly homeowners and 20 First-Time Homebuyer loans to enable lower income families to purchase decent affordable housing.
- Funded three fire protection projects in the unincorporated areas of the county with Community Development Block Grant funds. These projects funded were Rural Northeast-Palomar Mountain Fire Department Station and Safety Center Improvement, Rural Southeast-Regional Fire Pump Testing Facility at Lake Morena Fire Station #42, and Rural Southeast-Boulevard Fire and Rescue Department Station Doors.
- Provided funding of $874,516 in Community Development Block Grant-Recovery (CDBG-R) stimulus grant funding for fire prevention apparatus for the unincorporated areas of Warner Springs and Jacumba fire stations to provide firefighting services and emergency responses in the areas served by the stations.

### Required Discipline – Customer Satisfaction

- Held four Section 8 owner/landlord seminars to educate owners on the requirements of the program as well as promote the benefits of participating as a partner.
- Achieved a customer service satisfaction rating of 4.90 (on a scale of 1 to 5 with 5 being excellent), exceeding the goal of 4.70.

### Required Discipline – Continuous Improvement

- Conducted two Business Process Reengineering projects to improve efficiency, reduce costs and streamline services.
  - Reviewed the Section 8 Housing Choice Voucher rent reasonableness determination process in order to provide more accurate rent comparisons in a more user-friendly and consistent manner.
  - Conducted a review of the Annual Funding process for CDBG. The review resulted in the deletion of one annual Board Letter and the associated meetings and briefings associated with the deleted Letter, thus streamlining and simplifying the process for both staff and public.

### Required Discipline – Information Technology

- Conducted a Web-based presentation through the Internet to stimulate interest and generate applications for funding for youth/elderly programs and community improvements projects.
- Implemented Documentum, an electronic document and content management system, for the Rental Assistance Division's Housing Choice Voucher program. Documentum is designed to facilitate a more efficient case management process and deliver increased data safeguards. This project will take scanned documents and organize them in an electronic repository for staff to retrieve and utilize during their daily program administration and client interactions.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Assist approximately 150 families with rental assistance under the Homeless Prevention and Rapid Re-housing Program to help prevent families or individuals from becoming homeless or to rapidly re-house eligible individuals or families that are currently experiencing homelessness.
- Increase family re-unification through the County's Substance Abuse Recovery Management System (SARMS) by 10% (40 to 44 families assisted) by providing additional funding to expand the SARMS rental assistance program that provides decent, safe and sanitary housing. The SARMS program helps re-unite children with their families.
- Provide a minimum of 10 competitive academic scholarships to heads of household and/or their children that have established five-year family self-sufficiency goals in academic or vocational self-sufficiency.
- Encourage County Public Housing families to strive toward their academic goals and to reach their full potential through increased education by providing weekly on-site academic tutoring at the Dorothy Street property computer center.
- Provide information and referral services to a minimum of 305 families engaged in the pursuit of self-sufficiency through education and support programs.

### Strategic Initiative – The Environment

- Ensure environmental reviews are performed on 100% of federally funded programs included in the Fiscal Year 2010-2012 Annual Funding Plans. In keeping with

County policy of functional threading, environmental reviews will be conducted by the Department of Public Works.

- Encourage energy efficiency in new and rehabilitation projects by offering preferential scoring on all Notice of Funding Availability (NOFA) applications received that incorporate energy efficiency and green technologies.
- Promote water conservation by improving one public housing landscape site utilizing xeriscape design. Xeriscaping is a creative form of landscaping that reduces water consumption and requires less maintenance.

### Strategic Initiative – Safe and Livable Communities

- Provide funding for a Tenant-Based Rental Housing Assistance Program that will assist a minimum of 10 survivors of domestic violence to secure safe, decent and sanitary housing.
- Conduct a minimum of 16 community outreach meetings throughout the county to inform the public and stakeholders about affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Shelter Grant and Housing Opportunities for Persons with AIDS. At least one meeting will be Web-based.
- Conduct a minimum of 10 community revitalization meetings annually to identify and address issues impacting community living standards.
- Implement a pilot Tenant-Based Rental Assistance Program with specialized case management for up to 10 homeless veterans and their families in collaboration with community partners.
- Assist families in jeopardy of losing their homes to foreclosure by providing four foreclosure counseling seminars to inform homebuyers about financing options and strategies to avoid foreclosure.
- Encourage community stability, improve health and safety, and provide accessibility enhancements to 30 low-income households through the First-Time Homebuyer Financial Assistance or Home Repair Programs.
- Provide funding for a minimum of eight public improvements for parks, libraries, athletic fields, community centers, health clinics, ADA improvements or affordable housing to promote wellness and enhance the quality of life for San Diego County neighborhoods.
- Assist up to 180 low-income families by providing rental assistance through the Veterans Affairs Supportive Housing (VASH) Program vouchers. These vouchers incorporate the U.S. Department of Housing and Urban Development (HUD) Housing Choice Voucher (HCV) rental assistance for homeless veterans with case management and clinical services provided by the U.S. Department of Veterans Affairs (VA) at its medical centers and in the community.

### Required Discipline – Continuous Improvement

- Conduct a minimum of two Business Process Reengineering projects to improve efficiency, reduce costs and streamline services.

### Required Discipline – Information Technology

- Conduct a Web-based interactive presentation to stimulate interest and generate applications for funding for youth/elderly programs and community improvement projects.
- Document business requirements and project design for the Community Development Division's Documentum project. This project will convert Community Development program documents to electronic images and store them in an electronic repository (Documentum) for staff to retrieve and utilize in their daily program administration and client interactions. The electronic repository will be designed to facilitate more efficient records storage and increase data safeguards. In Fiscal Year 2010-11, the business requirements for Community Development's project will be documented. Implementation of project is targeted for Fiscal Year 2011-12.

### Required Discipline – Customer Satisfaction

- Hold four Section 8 owner/landlord seminars to educate owners on the requirements of the program as well as promote the benefits of participating as a partner.
- Achieve a customer service satisfaction rating of 4.70 or better (on a scale of 1 to 5 with 5 being Excellent).

## Related Links

For additional information about the Department of Housing and Community Development, refer to the Web site at http://www.sdcounty.ca.gov/sdhcd/index.html.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is lower[1] | 99% of 10,455 | 99% of 10,689 | 98% of 10,863 | 98% of 10,863 | 98% of 10,863 |
| Program participants receiving educational and job training opportunities designed to enhance self-sufficiency[2] | 299 | 305 | 983 | N/A | N/A |
| Households assisted through the Home Repair Program or the First-Time Homebuyer Program[3] | N/A | N/A | 49 | 30 | 30 |
| Number of newly constructed and rehabilitated units that exceed California's State Energy Code, Title 24, by a minimum of 15% for new units, or by at least 20% better than existing building conditions for existing units[4] | 44 | 80 | 80 | N/A | N/A |
| Special Program Tenant-Based Rental Assistance program utilization for: SARMS, Foster, HOPWA, and Shelter Plus Care.[5] | N/A | N/A | 294 | 206 | 206 |
| Number of Community Development projects completed to enhance low-income neighborhoods and communities | 40 | 32 | 206 | 28 | 25 |
| Provide information to Section 8 Rental Assistance and Tenant-Based Rental Assistance participants about State funded rebate programs, weatherization and minor home rehabilitation programs[7] | N/A | 100% of 10,900 | 100% of 10,900 | N/A | N/A |
| Percentage of leased units assisted through the Rental Assistance Division that are inspected annually to meet HQS standards[8] | N/A | N/A | 100% of 10,783 | 100% of 10,783 | 100% of 10,783 |
| Level of customer satisfaction[9] | 98% | N/A | N/A | N/A | N/A |
| Level of customer satisfaction[10] | N/A | 4.7 | 4.9 | 4.7 | 4.7 |

*Table Notes*

[1] Maximum number of authorized rental assistance vouchers is 10,863; estimated funding from Housing and Urban Development for housing assistance payments is $91.0 million. HCD has experienced inconsistent Rental Assistance program funding and in order to provide HCD with administrative options in managing to HUD's funding appropriations, the percentage of vouchers utilized may be impacted in future operating years.

[2] The self-sufficiency outreach effort has been incorporated into daily program activities and no longer needs to be tracked separately.

[3] Effective Fiscal Year 2010-11, this measure replaces the self-sufficiency outreach measure. The Home Repair Program emphasizes energy efficiency, accessibility and safety. The number of households to be assisted was reduced as the department anticipates a reduction in First-Time Homebuyer funding due to the lack of State grant funding to augment the First-Time Homebuyer Program.

[4] Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan. Currently, it is very difficult to predict possible affordable housing opportunities due to instability in the tax credit market, the downturn in the economy, and the subsequent financial pressures on both nonprofit and for profit developers. Projection for units exceeding energy code is an estimate and is completely dependent on the number of proposals funded through the Notice of Funding Availabilities (NOFA) process. Affordable housing construction activity as well as financing depends on the housing and financial markets. The 44 units currently under construction are a result of approximately two years work on this project. Downturns in the market resulted in zero affordable housing projects constructed in Fiscal Year 2007-08. The 80-unit affordable housing development planned for Fiscal Year 2009-10 was partially financed by HCD. The funding allocation for site acquisition (loan funded through HUD programs) was released in May and July 2009, and construction is anticipated to be completed in the second quarter of Fiscal Year 2010-11.

[5] This new performance measure has been added to address the demand for rental assistance to the very low-income special needs community. Program Definitions: Foster - housing assistance for former foster youth ages 18-24 years; HOPWA - Housing Opportunities for Persons with AIDS; Shelter Plus Care - housing and services for homeless and disabled individuals and families; SARMS (Substance Abuse and Recovery Management System - housing assistance for family reunification.

[6] The decrease in projects completed was due to loss of State funding that provided a match to Department of Public Works projects receiving CDBG grants and changes to CDBG funding for cities within the county.

[7] Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan. Approximately 10,900 families are provided housing assistance vouchers each year. Aside from assisting these families, the department in its effort to disseminate information ensures these groups of customers are also informed about other housing assistance programs available.

[8] This measure is new effective Fiscal Year 2010-11. Housing Quality Standards (HQS) are the HUD minimum physical standards required for each assisted rental unit.

[9] Percentage of customers who rated the Department of Housing and Community Development a 4 or 5 on a scale of 1 (unsatisfactory) to 5 (excellent), where 4 is “very satisfactory.” Effective Fiscal Year 2009-10, this measure is displayed using a different format.

[10] A new format for displaying customer satisfaction rating took effect in Fiscal Year 2009-10. Overall customer satisfaction rating on a scale of 1 (unsatisfactory) to 5 (excellent), where 4 is “very satisfactory.”

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

No change in staffing.

### Expenditures

Net decrease of $5.2 million.

- Salaries and Benefits — increase of $0.25 million primarily due to negotiated wage and benefit increases.
- Services and Supplies — decrease of $7.1 million in program costs associated with prior one-time economic stimulus grants.
- Other Charges — increase of $1.6 million in direct costs associated with First-Time Homebuyer Program and Down Payment and Closing Costs Assistance Program.

### Revenues

Net decrease of $5.2 million.

- Intergovernmental Revenue — net decrease of $5.6 million.
  - Decrease of $7.1 million in prior year one-time revenue from economic stimulus grants.
  - Increase of $1.5 million in revenue for the continued operation of the CalHome down payment and closing costs assistance program based on a grant application submitted to the California Department of Housing and Community Development.
- Miscellaneous Revenues — increase of $0.1 million in revenue from program income based on estimated reconveyances from long-term loans’ receivables.

- Use of Fund Balance — increase of $0.3 million based on prior year fund balance to be utilized for one-time funding for Community Development Division Documentum project.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $3.3 million is the result of decreases of $2.0 million in Services and Supplies and $1.5 million in Other Charges due to realignment of appropriations based on anticipated level of funding sources, partially offset by an increase in Salaries and Benefits ($0.25 million), which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Housing & Community Development | | 102.00 | | | 102.00 | 102.00 |
| Total | | 102.00 | | | 102.00 | 102.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Housing & Community Development | $ 9,813,576 | $ 10,643,979 | $ 10,879,974 | $ 9,815,598 | $ 11,025,728 | $ 10,855,319 |
| HCD - Multi-Year Projects | 9,238,032 | 21,027,046 | 54,333,387 | 9,538,748 | 15,447,621 | 12,340,332 |
| Total | $ 19,051,608 | $ 31,671,025 | $ 65,213,361 | $ 19,354,346 | $ 26,473,349 | $ 23,195,651 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 8,513,029 | $ 8,830,280 | $ 8,895,756 | $ 8,384,413 | $ 9,077,139 | $ 9,325,727 |
| Services & Supplies | 5,227,916 | 17,638,731 | 40,991,213 | 5,813,348 | 10,580,649 | 8,536,863 |
| Other Charges | 5,407,898 | 5,370,614 | 15,492,386 | 5,211,256 | 6,990,161 | 5,507,661 |
| Expenditure Transfer & Reimbursements | (109,629) | (203,600) | (203,600) | (92,278) | (174,600) | (174,600) |
| Operating Transfers Out | 12,394 | 35,000 | 37,606 | 37,606 | — | — |
| Total | $ 19,051,608 | $ 31,671,025 | $ 65,213,361 | $ 19,354,346 | $ 26,473,349 | $ 23,195,651 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Intergovernmental Revenue | $ 25,642,572 | $ 31,308,436 | $ 64,850,772 | $ 23,031,948 | $ 25,664,828 | $ 22,670,130 |
| Charges For Current Services | 15,760 | 20,000 | 20,000 | 13,715 | 25,000 | 25,000 |
| Miscellaneous Revenues | 457,869 | 714,068 | 714,068 | 247,745 | 822,000 | 872,000 |
| Other Financing Sources | 4,500,000 | — | — | — | — | — |
| Use of Fund Balance | (11,193,115) | — | — | (3,567,583) | 333,000 | — |
| General Purpose Revenue Allocation | (371,479) | (371,479) | (371,479) | (371,479) | (371,479) | (371,479) |
| Total | $ 19,051,608 | $ 31,671,025 | $ 65,213,361 | $ 19,354,346 | $ 26,473,349 | $ 23,195,651 |

# Purchasing and Contracting

## Department Description

*The Department of Purchasing and Contracting operates as an internal service fund (ISF), purchasing all goods, materials and services for the County of San Diego, as provided for in the County Charter. The department is also responsible for the centralized reutilization and disposal of surplus equipment and salvage materials. The department ensures the competitive process is utilized for best price and highest quality while conforming to purchasing regulations and emphasizing excellent customer service practices. An ISF operates on a business-like model directly billing customer departments for the cost of services. Additionally, Purchasing and Contracting is responsible for the Countywide content and records management programs.*

## Mission Statement

To provide the most effective and efficient delivery of quality goods and services to County departments.

## 2009-10 Accomplishments

### Required Discipline – Fiscal Stability

- Achieved cost savings of $2.7 million for County customer departments by using innovative procurement methods such as reverse auctions, cooperative agreements, blanket purchase agreements and Procurement Card (P-Card) usage, which serves as a credit card for small purchases. This exceeded the $2.0 million goal.
- Increased revenues from early payment of P-Card charges and through Government Purchasing Organizations, for which the County of San Diego is the lead agency, by 8.3% or $18,700, exceeding the goal of a 5% increase.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Developed and published to the intranet a customer guidebook, providing step-by-step instructions on 7 of 14 essential procurement processes, which increases access to training. The remaining seven processes will be documented and published during Fiscal Year 2010-11.

- Provided training for 40 County staff in accessing and interpreting purchasing fiscal data in Oracle, the County's financial system, in order to better manage contracts and budgets.
- Provided annual individualized training to all (50) County departments ensuring required operational practices related to records and content management are being implemented.
- Developed a Countywide training program for Contracting Officers' Technical Representatives (COTRs), who administer contracts at the department level, and trained 49 COTRs, exceeding the goal of 40.

### Required Discipline – Continuous Improvement

- Converted 83% of 1,251 customer requisitions to Standard Purchase Orders within 21 calendar days of receipt, resulting in expedited services to customers, exceeding the goal of 78%.

### Required Discipline – Information Technology

- Upgraded BuyNet, the department's electronic procurement Web application, increasing the availability of information online, improving transparency and offering additional services online. Suppliers and the public can now access historical solicitations, including solicitation documents and award information.
- Completed a major upgrade of the County's electronic document and content management system (Documentum), making it easier for departments to comply with records retention and data policies.

### Required Discipline – Regional Leadership

- Served as the principal purchasing agent for nationwide contracts for office supplies, medical supplies and janitorial products, allowing other smaller agencies that do not have the buying power to realize sizable discounts.
- Recognized as experts in the procurement field with an Achievement of Excellence in Procurement award. The Department has received this national award for nine consecutive years.
- Presented at several national and international conferences, including the California General Services Association conference (From Paper to Electronic: Creating a Plan to Reduce Paper) and the Association for Information and Image Management (Mapping an Approach for Successful Content Management).

## 2010-12 Objectives

### Required Discipline – Fiscal Stability

- Achieve cost savings of $2.0 million in Fiscal Years 2010-11 and 2011-12 for County customer departments by using innovative procurement methods such as reverse auctions, cooperative agreements, blanket purchase agreements and P-Card usage (which serves as a credit card for small purchases).

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Develop and publish to the intranet the remaining 7 of 14 essential procurement processes, which increases access to training. The initial seven processes were developed and published in Fiscal Year 2009-10.
- Provide training for at least 40 County staff in accessing and interpreting purchasing fiscal data in Oracle, the County's financial system, in order to better manage contracts and budgets.
- Provide annual individualized training to all (50) County departments to ensure required operational practices related to records and content management are being implemented.

### Required Discipline – Continuous Improvement

- Convert at least 80% of an estimated 1,500 customer requisitions in Fiscal Years 2010-11 and 2011-12 to Standard Purchase Orders within 21 calendar days of receipt to expedite services to customers.
- Convert at least 50% of an estimated 1,500 customer requisitions in Fiscal Years 2010-11 and 2011-12 to Standard Purchase Orders within 10 calendar days of receipt to expedite services to customers.
- Improve and streamline the procurement process by requiring agreed upon acquisition plans and timelines from customer departments for 50% of approximately 300 projects.

### Required Discipline – Customer Satisfaction

- Conduct a minimum of three outreach activities to customers in order to increase the supplier base and increase opportunities for competition.
- Streamline access to construction documents for suppliers to respond to needed services by issuing construction plans and specifications electronically for 25% of 200 projects.

### Required Discipline – Information Technology

- Complete an additional upgrade of the County's electronic document management system (Documentum) to increase data/records management functionality and availability to departments.

## Related Links

For additional information about the Department of Purchasing and Contracting, refer to the Web site at http://www.sdcounty.ca.gov/purchasing/index.html.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Cost savings realized through use of cooperative agreements, reverse auctions, increased procurements card usage and other sources | $3.2million | $2.0 million | $2.7 million | $2.0 million | $2.0 million |
| Purchase Requisitions converted to Purchase Orders within 21 days of receipt | 82% of 1,478 | 78% of 2,500 | 83% of 1,251 | 80% of 1,500 | 80% of 1,500 |
| Procurement processes documented and available on the intranet (Target 100% of 14)[1] | 0% of 14 | 50% of 14 | 50% of 14 | 50% of 14 | N/A |
| Increase in revenues from early payment of P-Card and from Government Purchasing Organizations[2] | N/A | 5% of $225,000 | 8.3% of $225,000 | N/A | N/A |
| Purchase Requisitions converted to Purchase Orders within 10 days of receipt[3] | N/A | N/A | N/A | 50% of 1,500 | 50% of 1,500 |
| Construction plans and specifications electronically distributed to vendors[3] | N/A | N/A | N/A | 25% of 200 | 50% of 200 |

*Table Notes*

[1] Fourteen essential procurement processes will be included in a customer guidebook. Due to an unforeseen increase in major projects and changing priorities, this project was not implemented in Fiscal Year 2008-09. The project resumed in Fiscal Year 2009-10 and will conclude in Fiscal Year 2010-11.

[2] Although this goal was achieved in Fiscal Year 2009-10, due to the expected continued downturn in the economy and subsequent reduction in spending by County departments, this measure has been deleted from future years.

[3] New performance measure for Fiscal Years 2010-11 and 2011-12 that will streamline and improve services to internal and external customers.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Net change of 0.00 staff years is the result of an increase of 2.00 staff years in the Contracting unit in response to the increase in demand for contractual services, offset by the decrease of 2.00 staff years in the Purchasing unit due to declining countywide expenditures.

### Expenditures

Net decrease of $9.0 million.

- Salaries and Benefits — increase of $0.1 million primarily due to negotiated wage and benefit increases.
- Services and Supplies — decrease of $5.1 million primarily due to the deletion of one-time expenditures that include $3.2 million in the Documentum End User License Agreements and $1.8 million for the Documentum enterprise content management upgrade. Included in the budget are one-time projects for the electronic acceptance of proposals and the posting of contracts to the intranet.
- Other Charges — increase of $1.0 million for the depreciation cost of the Documentum End User License Agreements reclassified in Fiscal Year 2009-10

as intangible capital assets due to the new Government Accounting Standards Board Statement 51 reporting requirement.

- Operating Transfers Out — decrease of $5.0 million due to the deletion of the $3.2 million one-time cost of the Documentum End User License Agreements and the one-time $1.8 million upgrade to Documentum completed in Fiscal Year 2009-10.

### Revenues

Net decrease of $9.0 million.

- Revenue from Use of Money & Property — decrease of $0.1 million in Interest on Deposits due to projected lower cash balances.
- Charges for Current Services — increase of $0.2 million due to the $0.4 million anticipated increase in Charges in General Fund for two one-time projects, offset by a projected $0.2 million overall decrease in ISF surcharge collections due to the continuing decline in countywide spending.
- Other Financing Sources — decrease of $5.0 million due to the deletion of $3.2 million in one-time Documentum End User License Agreements and $1.8 million in the Documentum upgrade.
- Use of Fund Balance — net decrease of $4.1 million due to the deletion of one-time $3.2 million in Documentum End User License Agreements, deletion of one-time $1.8 million in the Documentum upgrades and $0.1 million reduction in BuyNet upgrades offset by an increase of $1.0 million for the depreciation cost of the Documentum End User License Agreements described above. A total of $1.3 million is included in the budget for the planned $0.2 million BuyNet upgrades and Documentum remediation project, $0.1 million to keep the ISF contracting rate steady and $1.0 million for the annual depreciation cost of the Documentum End User License Agreements.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $0.4 million is the result of a decrease of $0.6 million in Services and Supplies due to one-time projects in Fiscal Year 2010-11 that will not recur, partially offset by an increase of $0.2 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Content/Records Services | | 6.00 | | | 6.00 | 6.00 |
| Purchasing ISF | | 52.00 | | | 52.00 | 52.00 |
| Total | | 58.00 | | | 58.00 | 58.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Content/Records Services | $ 840,643 | $ 6,809,365 | $ 7,121,733 | $ 4,193,846 | $ 2,729,818 | $ 2,749,818 |
| Purchasing ISF | 7,424,177 | 7,702,281 | 7,584,523 | 6,961,180 | 7,767,583 | 7,342,145 |
| General Fund Contribution | 735,000 | 6,664,000 | 6,664,000 | 6,096,867 | 1,625,000 | 1,645,000 |
| Total | $ 8,999,820 | $ 21,175,646 | $ 21,370,256 | $ 17,251,893 | $ 12,122,401 | $ 11,736,963 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 5,952,362 | $ 6,235,487 | $ 6,243,479 | $ 5,843,382 | $ 6,323,886 | $ 6,480,481 |
| Services & Supplies | 2,288,525 | 8,280,104 | 4,708,864 | 4,409,638 | 3,200,723 | 2,638,690 |
| Other Charges | 23,933 | 24,055 | 903,555 | 902,006 | 981,792 | 981,792 |
| Capital Assets Equipment | — | — | 2,878,358 | — | — | — |
| Expenditure Transfer & Reimbursements | — | (28,000) | (28,000) | — | (9,000) | (9,000) |
| Operating Transfers Out | 735,000 | 6,664,000 | 6,664,000 | 6,096,867 | 1,625,000 | 1,645,000 |
| Total | $ 8,999,820 | $ 21,175,646 | $ 21,370,256 | $ 17,251,893 | $ 12,122,401 | $ 11,736,963 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Revenue From Use of Money & Property | $ 92,641 | $ 130,000 | $ 130,000 | $ 30,216 | $ 20,000 | $ 10,000 |
| Charges For Current Services | 6,551,958 | 6,982,323 | 7,175,683 | 5,766,110 | 7,196,948 | 7,044,707 |
| Miscellaneous Revenues | 259,992 | 372,103 | 372,103 | 343,781 | 404,144 | 333,119 |
| Other Financing Sources | 735,000 | 6,664,000 | 6,664,000 | 6,094,630 | 1,625,000 | 1,645,000 |
| Use of Fund Balance | 625,229 | 5,405,220 | 5,406,470 | 3,395,156 | 1,251,309 | 1,059,137 |
| General Purpose Revenue Allocation | 735,000 | 1,622,000 | 1,622,000 | 1,622,000 | 1,625,000 | 1,645,000 |
| Total | $ 8,999,820 | $ 21,175,646 | $ 21,370,256 | $ 17,251,893 | $ 12,122,401 | $ 11,736,963 |

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

# County of San Diego Redevelopment Agency

## Department Description

*The County of San Diego Redevelopment Agency has two project areas, the Upper San Diego River Improvement Project (USDRIP) Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. In addition, USDRIP goals include recreational and environmental protection and improvements. The USDRIP Area is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community. The Gillespie Field Redevelopment Project Area is an area of approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.*

## Mission Statements

### Upper San Diego River Improvement Project

To eliminate blight, provide employment opportunities, encourage private sector investment and enhance development opportunities in the project area.

### Gillespie Field Redevelopment Project

To eliminate or alleviate conditions of blight in the Gillespie Field Redevelopment Project Area and to encourage economic development in East County.

## 2009-10 Accomplishments

### Upper San Diego River Improvement Project

#### Strategic Initiative – Safe and Livable Communities

- The Redevelopment Agency Board of Directors authorized a loan of up to $525,624 to partially finance the Silver Sage Apartments project. The Silver Sage Apartments project will meet and exceed the Agency's inclusionary housing obligations required by California Community Redevelopment Law.

#### Strategic Initiative – Kids

- Provided safe and decent housing opportunities to 21 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections. The program is temporary and provides interim assistance to participants waiting for permanent rental assistance. The goal of assisting 25 families was not achieved because the number of participants was reduced by attrition as they transitioned to a permanent rental assistance program.

#### Strategic Initiative – The Environment

- Enhanced the greater San Diego River area of the Lakeside Community by implementing programs in accordance with the project area's Redevelopment Plan and Five-Year Implementation Plan:
  - Lakeside Fire District Cooperative Agreement to assist with the financing and development of a new Lakeside fire station serving the project area. Accepted the Lakeside Fire Protection District's Project Plan, disbursed $3,060,000 in project funds in accordance with the Cooperation Agreement and began formal review of project Site Plan.
  - Transportation Impact Fee (TIF) Reimbursement Program to reduce TIF payments for new private development within the project area. Provided $95,000 in funds to reduce TIF Payments.
  - Permit Processing Expedite Program for discretionary projects in the redevelopment area. Reduced project review time by 50% or greater for all discretionary projects within the Redevelopment Area.
- Approved three site plans and facilitated the establishment of a new business.
- Provided $150,000 in funding assistance for trail improvements.

## Gillespie Field Redevelopment Project

### Strategic Initiative – Kids

- The Gillespie Field Project Area provided a loan of $1,891,449 to partially finance the Silver Sage Apartments project. The Silver Sage Apartments project will meet and exceed the Agency's inclusionary housing obligations required by California Community Redevelopment Law.
- Provided safe and decent housing opportunities to 19 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections. The program is temporary and provides interim assistance to participants waiting for permanent rental assistance. The goal of assisting 25 families was not achieved because the number of participants was reduced by attrition as they transitioned to a permanent rental assistance program.

### Strategic Initiative – The Environment

- Continued Environmental Impact Report/Environmental Assessment review process, which will enable the development of a 70-acre parcel for aviation use.
- Submitted a grant application to the Federal Aviation Administration for acquisition of land and aviation easements to enhance the safety areas at ends of three runways on Gillespie Field.

### Required Discipline – Fiscal Stability

- Maintained administrative expenses below 6% of tax increment revenue received.

### Required Discipline – Accountability/Transparency

- Prepared a new Five-Year Implementation Plan covering Fiscal Year 2010-11 through Fiscal Year 2014-15, which was approved by the Redevelopment Agency Board of Directors June 22, 2010.

# 2010-12 Objectives

## Upper San Diego River Improvement Project

### Strategic Initiative – Kids

- Continue to cooperate with and provide financial assistance to affordable housing developers for the development or rehabilitation of affordable housing units, both inside and outside the project areas.
- Provide safe and decent housing opportunities to 20 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections.

### Strategic Initiative – The Environment

- Enhance the greater San Diego River area of the Lakeside Community by implementing programs in accordance with the project area's Redevelopment Plan and Five-Year Implementation Plan:
- Reduce Transportation Impact Fee (TIF) payments with the TIF Reimbursement Program for new private development within the project area.
- Manage the Permit Processing Expedite Program for discretionary projects in the redevelopment area.
- Provide assistance to the Lakeside River Park Conservancy and the San Diego River Conservancy to develop the portions of the San Diego River Trail as yet to be completed.

### Strategic Initiative – Safe and Livable Communities

- Assist the Lakeside Fire District with the financing and development of a new Lakeside fire station serving the project area pursuant to the Cooperative Agreement.

### Required Discipline – Fiscal Stability

- Maintain administrative expenses at or below 18% of tax increment revenue received.

## Gillespie Field Redevelopment Project

### Strategic Initiative – Kids

- Continue to cooperate with and provide financial assistance to affordable housing developers for the development or rehabilitation of affordable housing units, both inside and outside the project areas.
- Provide safe and decent housing opportunities to 20 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections.

### Strategic Initiative – The Environment

- Continue to develop the Project Area in a manner consistent with the Redevelopment Plan and the Five-Year Implementation Plan:
  - Complete Environmental Impact Report/ Environmental Assessment review process, including transplantation of ambrosia to Mission Trails. This will enable the development of Cajon Air Center 70-

acre parcel for aviation use and submittal of related grant application to the Federal Aviation Administration (FAA) for final design and infrastructure improvements.
- Continue design of Cajon Air Center parcel; completion is dependent on FAA funding.

### Required Discipline – Fiscal Stability

- Maintain administrative expenses at or below 5% of tax increment revenue received.

## Related Links

For additional information about Gillespie Field, refer to the Web site at http://www.sdcounty.ca.gov/dpw/airports/gillespie.html. And for additional information about the Upper San Diego River Improvement Project, refer to the Web site at http://www.sdcounty.ca.gov/dplu/usdrip.html.

## Upper San Diego River Improvement Project

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Estimated property tax increment | $1.7 million | $1.8 million | $1.6 million | $1.8 million | $1.8 million |
| Percentage of tax increment utilized for project administration | 9% | 29%[1] | 8.9%[1] | 18% | 18% |

*Table Notes*

[1] The increased percentage in project administration for Fiscal Year 2009-10 is due to a one-time consulting agreement anticipated for assistance with the sale of bond proceeds to fund the Lakeside Fire Department station. The actual is low for Fiscal Year 2009-10 because the consultant agreement for the sale of bond proceeds has been extended to Fiscal Years 2010-11 and 2011-12. Since the funds will not be expended until next fiscal year, the percentage is lower than budgeted.

## Gillespie Field Redevelopment Project

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Estimated property tax increment | $2.2 million | $2.3 million | $2.7 million | $2.8 million | $2.8 million |
| Percentage of tax increment utilized for project administration | 6% | 6% | 5% | 5% | 5% |
| Contracts Managed[1] | 111[2] | 112 | 123 | N/A | N/A |
| Newly developed land leases executed (in net acres) | 0[3] | 25[4] | 0[5] | 25[6] | 23[7] |

*Table Notes*

[1] Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan; however, it will be monitored internally.

[2] Fiscal Year 2008-09 – Contracts for Cajon Air Center and Marshall Avenue Industrial Park delayed due to required environmental assessments.

[3] Fiscal Year 2008-09 – Marshall Avenue Industrial Park delayed due to required environmental assessments.

[4] Fiscal Year 2009-10 – Forrester Creek Industrial Park at Weld and Cuyamaca (may be built in phases).

[5] Fiscal Year 2009-10 – Forrester Creek Industrial Park delayed due to economy.

[6] Fiscal Year 2010-11 – Forrester Creek Industrial Park (phase 1) and Marshall Avenue Industrial (phase 1).

[7] Fiscal Year 2011-12 – Forrester Creek Industrial Park (phase 2), Marshall Avenue Industrial (phase 2) , and Cajon Air Center (phase 1).

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Upper San Diego River Improvement Project

#### Expenditures

Decrease of $3.0 million.

- Services and Supplies — decrease of $0.7 million as a result of $0.2 million in payments for consultants to plan for the issuance of bonds and for a one-time loan of $0.5 million for Silver Sage Apartments.
- Other Charges — decrease of $2.3 million in Contributions to Others for a financing agreement with the Lakeside Fire Department for a one-time payment for financing and development of a new fire station.

#### Revenues

Net decrease of $3.0 million.

- Miscellaneous Revenues — increase of $0.6 million for the repayment of the loan to the Lakeside River Park Conservancy.
- Use of Fund Balance — decrease of $3.6 million related to one-time payments for costs related to the Lakeside Fire Department station project and for a loan for Silver Sage Apartments. The remaining budget of $0.4 million is for a one-time payment for costs related to the Lakeside Fire Department station project.

### Gillespie Field Redevelopment Project

#### Expenditures

Net decrease of $1.5 million.

- Services and Supplies — decrease of $2.0 million primarily due to elimination of one-time loan for Silver Sage Apartments project.
- Other Charges — increase of $0.4 million due to $0.2 million mandated state payment to Supplemental Educational Revenue Augmentation Fund and $0.2 million increased payment to four school districts as required by Settlement Agreement.
- Operating Transfer Out — increase of $0.1 million due to increased tax increment revenue transferring between funds.

#### Revenues

Net decrease of $1.5 million.

- Taxes Other than Secured — increase $0.4 million in tax increment revenue.
- Revenue from Use of Money & Property — decrease of $0.1 million due to reduced interest income related to economic downturn and decrease in assets.
- Other Financing Sources — increase of $0.1 million as a result of transfer from Special Revenue Fund to Housing Fund due to increase in housing fund requirement.
- Use of Fund Balance — decrease of $1.9 million due to non-recurring payments in Fiscal Year 2009-10 for the Silver Sage Apartments project loan.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

### Upper San Diego River Improvement Project

Net decrease of $1.1 million due to nonrecurring payments in Fiscal Year 2010-11 for costs related to payments made to the Lakeside Fire Protection District and the financing agreement for the San Diego River Conservancy trail project.

### Gillespie Field Redevelopment Project

No significant changes.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Total | | 0.00 | | | 0.00 | 0.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Upper San Diego River Redevelopment Project Area | $ 1,201,767 | $ 6,245,724 | $ 6,245,724 | $ 3,887,924 | $ 3,271,100 | $ 2,133,100 |
| Gillespie Field Redevelopment Project Area | 4,778,774 | 7,330,187 | 8,420,343 | 5,867,229 | 5,803,012 | 5,823,682 |
| Total | $ 5,980,542 | $ 13,575,911 | $ 14,666,067 | $ 9,755,154 | $ 9,074,112 | $ 7,956,782 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Services & Supplies | $ 312,007 | $ 3,383,246 | $ 3,425,030 | $ 442,463 | $ 723,826 | $ 935,680 |
| Other Charges | 2,391,086 | 6,903,634 | 7,831,136 | 5,978,180 | 4,995,796 | 3,679,294 |
| Operating Transfers Out | 3,277,449 | 3,289,031 | 3,409,901 | 3,334,511 | 3,354,490 | 3,341,808 |
| Total | $ 5,980,542 | $ 13,575,911 | $ 14,666,067 | $ 9,755,154 | $ 9,074,112 | $ 7,956,782 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Other Than Current Secured | $ 3,905,778 | $ 4,068,467 | $ 4,541,758 | $ 4,478,432 | $ 4,515,522 | $ 4,551,874 |
| Revenue From Use of Money & Property | 200,271 | 270,590 | 270,590 | 80,760 | 92,350 | 63,100 |
| Miscellaneous Revenues | 50,000 | 50,000 | 50,000 | 60,000 | 688,000 | — |
| Other Financing Sources | 3,277,449 | 3,289,031 | 3,369,858 | 3,334,511 | 3,354,490 | 3,341,808 |
| Use of Fund Balance | (1,452,956) | 5,897,823 | 6,433,861 | 1,801,451 | 423,750 | — |
| Total | $ 5,980,542 | $ 13,575,911 | $ 14,666,067 | $ 9,755,154 | $ 9,074,112 | $ 7,956,782 |

# Registrar of Voters

## Department Description

*The Registrar of Voters is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. The department works to ensure widespread, ongoing opportunities to register and vote in fair and accurate elections for all federal, State and local offices and measures. The Registrar of Voters is also responsible for providing access to the information needed to utilize the initiative, referendum and recall petition processes.*

## Mission Statement

Conduct voter registration and voting processes with the highest level of professional election standards, including accountability, security and integrity, thereby earning and maintaining public confidence in the electoral process.

## 2009-10 Accomplishments

### Strategic Initiative – The Environment

- Informed 1.4 million registered voters of countywide environmental initiatives and how to reduce environmental risks through "filler" pages printed in the Sample Ballot and Voter Information Pamphlet that were mailed to all registered voters for the June 2010 Gubernatorial Primary Election.
- Printed 1.4 million June 2010 Gubernatorial Primary Election Sample Ballot and Voter Information Pamphlets (approximately 129 tons of paper) on paper containing as much as 20% post-consumer recycled paper.

### Strategic Initiative – Safe and Livable Communities

- Conducted the Rainbow Municipal Water District Mail Ballot Election, City of Oceanside Special Recall Election and the June 2010 Gubernatorial Primary Election.
- By Monday after Election Day, 93% of mail ballots were processed for the June 2010 Gubernatorial Primary Election.

### Required Discipline – Customer Satisfaction

- Achieved overall customer satisfaction rating of 4.72 (on a scale of 1 to 5).
- 100% of valid voter registrations received on or before the 15-day close of registration were processed prior to the June 2010 Gubernatorial Primary Election.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Enhanced the skill set and knowledge of employees by outlining individual development plans for 100% (63 of 63) of permanent staff using the Learning Management System.
- Increased poll worker participation in online training by 282% (from 1,483 to 5,667) for the June 2010 Gubernatorial Primary Election. The online training concluded with a 15-question quiz to assess how well each poll worker understood the training material (e.g., election vocabulary, setting up the poll, voter scenarios, security, voter rights and accessibility).
- 97% (29 of 30) of poll worker trainers completed the online training quiz with an average score of 97%, no later than 26 days prior to the June 2010 Gubernatorial Primary Election.

### Required Discipline – Regional Leadership

- Increased participation in the June 2010 Gubernatorial Primary Election Student Poll Worker Program for high school students by 95% (170 to 331) from the June 2006 Gubernatorial Primary Election participation rate.
- Polling sites were fully staffed with qualified personnel for the June 2010 Gubernatorial Primary Election through the following recruiting efforts:
  - 100% of Precinct Inspectors by 42 days prior to the election.
  - 90% of Touch Screen Inspectors by 42 days prior to the election.
  - 90% of Assistant Inspectors by 43 days prior to the election.

- 100% of bilingual poll workers by 18 days prior to the election.

### Required Discipline – Continuous Improvement

- Continued to enhance the processing efficiency of vote-by-mail ballots by implementing effective processes to screen, scan and verify signatures on returned envelopes.
- Conducted a detailed business process reengineering study for processing all returned mail ballot envelopes. New policies and procedures were implemented during the June 2010 Gubernatorial Primary Election to improve reconciliation and other controls. The labor cost to process the vote-by-mail ballot envelopes increased to 30-cents, a 5-cent increase from the November 2008 Presidential General Election. The office anticipates the per mail ballot labor cost to decrease as staff become more familiar with the new processes.

## 2010-12 Objectives

### Strategic Initiative – The Environment

- Continue to distribute information on County environmental issues to educate citizens about conservation efforts or to reduce environmental risks by using "filler" pages printed in the Sample Ballot and Voter Information Pamphlet mailed to all registered voters for the November 2010 Gubernatorial General Election, 2012 Presidential Primary Election, and the June 2012 Statewide Direct Primary Election.
- Continue to use post-consumer recycled paper in the printing of the Sample Ballot and Voter Information Pamphlet for all elections conducted in Fiscal Years 2010-12.

### Strategic Initiative – Safe and Livable Communities

- Conduct the November 2010 Gubernatorial General Election, 2012 Presidential Primary Election and the June 2012 Statewide Direct Primary Election.
- Increase the current number (600,000) of permanent vote-by-mail voters by 15% (or 90,000), for a total of 690,000, for the 2012 Presidential Primary Election.
- Increase the number of fixed locations from 475 to 500 that the Registrar of Voters Outreach Program provides election materials to ensure that older adults and persons with disabilities are being provided the opportunity to fully participate in voter registration and voting processes.
- By Monday after Election Day, process 98% of mail ballots received for the November 2010 Gubernatorial General Election, 2012 Presidential Primary Election, and the June 2012 Statewide Direct Primary Election.

### Required Discipline – Customer Satisfaction

- Ensure customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5). Measurements of customer satisfaction include:
  - Satisfaction with precinct voting including convenience and accessibility of poll location, competence and helpfulness of poll workers, and a positive voting experience.
  - Satisfaction with Vote-by-Mail services including ease of voting, clarity of instruction, and positive interaction with department staff.
  - Poll worker satisfaction with poll worker training including valuable training content and effective audio-visual aids.
  - Prompt and helpful service at front counter.
- Process 100% of valid voter registrations received on or before the 15-day close of registration by the seventh day before the election to ensure eligible registrants are printed in the official roster and have the opportunity to vote in all elections in Fiscal Years 2010-12.
- Mail all poll worker stipends in 15 working days or less from Election Day for all elections in Fiscal Years 2010-12 to ensure all poll workers are reimbursed in a timely manner.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Enhance the skill set and knowledge of employees with regard to working in a diverse organization by ensuring that 100% of permanent employees complete the Embracing Diversity training.
- Continue encouraging employee awareness and knowledge of safety and security concerns by holding a quarterly Safety and Security Committee meeting to review accidents and identify high-risk security concerns.
- Ensure 95% of trainers complete online training assessments with scores of 90% (or higher) no later than 26 days prior to the election to ensure staff are knowledgeable and up-to-date on current election processes.

### Required Discipline – Regional Leadership

- Engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for the following elections: November 2010 Gubernatorial General Election, 2012 Presidential Primary Election, and June 2012 Statewide Direct Primary Election.
  - Recruit 100% of Precinct Inspectors by 40 days prior to each election.
  - Recruit 90% of Touch Screen Inspectors by 39 days prior to each election.
  - Recruit 90% of Assistant Inspectors by 32 days prior to each election.
  - Recruit 100% of bilingual poll workers by 18 days prior to each election.
- Based on 2010 census results, complete realignment of home precincts by June 30, 2011 to ensure that local jurisdictions can begin their redistricting process.
- Based on 2010 census results and upon request, assist the County and other local jurisdictions in redistricting efforts. Completion will be based on the initiating entity's timeline.

### Required Discipline – Continuous Improvement

- Continue to enhance the processing efficiency of vote-by-mail ballots by maintaining effective processes to screen, scan, and verify signatures on returned mail ballot envelopes.
  - Reduce per mail ballot labor costs of vote-by-mail ballots returned in the November 2010 Gubernatorial General Election by at least a 3-cent reduction from the June 2010 Gubernatorial Primary Election cost.
  - Reduce per mail ballot labor costs of vote-by-mail ballots returned in the 2012 Presidential Primary Election by at least 2-cents from the November 2010 Gubernatorial General Election cost.

### Required Discipline – Accountability/Transparency

- Incorporate Management Controls Initiatives by formulating project plans that include scope, methodology, schedule, deliverables and communication/training.

## Related Links

For additional information about the Registrar of Voters, refer to the Web site at http://www.sdcounty.ca.gov/voters/Eng/Eindex.shtml.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Overall Customer Satisfaction Rating[1] | 4.69 | 4.70 | 4.72 | 4.70 | 4.70 |
| Percentage of valid voter registrations received at close of registration that are processed by 7 days before the election (E-7) / Total # of registrations received[2] | 50.2% of 48,843 | 100% of 15,000 | 100% of 38,535 | 100% of 25,000 | 100% of 50,000 |
| Percentage of precincts tallied by 11:30 p.m. Election Night[3] | 12.5% of 1,697 | 38% of 1,650 | 20% of 1,449 | 20% of 1,449 | 38% of 1,600 |
| Percentage of total mail ballots received that are tallied by the Monday after Election Day[4] | 94% of 573,169 | 98% of 420,000 | 93% of 355,027 | 98% of 507,500 | 98% of 675,000 |
| Number of days prior to Election Day that 100% of Precinct Inspectors are recruited[5] | 41 days | 34 days | 42 days | 40 days | 40 days |
| Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited[5] | 40 days | 33 days | 42 days | 39 days | 39 days |
| Number of days prior to Election Day that 90% of Assistant Inspectors are recruited[5] | N/A | 32 days | 43 days | 32 days | 32 days |
| Number of days prior to Election Day that 100% of bilingual poll workers are recruited[5] | 18 days | 11 days | 18 days | 18 days | 18 days |
| Cost of processing returned vote-by-mail ballots[6] | 25 cents | 20 cents | 30 cents | 17 cents | 15 cents |

*Table Notes*

[1] Scale of 1-5, with 5 being "excellent."

[2] This measure tracks the number of valid registrations that are processed at the 15-day close of registration. In Fiscal Year 2008-09, the office conducted the November 2008 Presidential General Election, which traditionally has the highest activity level of the four-year election cycle. Due to this unprecedented high volume of voter registration activity, the department was unable to process 100% of valid registrations by seven days before the election as originally targeted. The number of voter registrations was lower in Fiscal Year 2009-10 because this year included the June 2010 Gubernatorial Primary Election, which typically has a lower volume of voter registration activity than in presidential election years. The number of voter registrations is higher in Fiscal Year 2011-12 due to two scheduled statewide elections. It is anticipated that all registrations received by the close of registration will be entered on the voter file by the seventh day before the election in order that these names will appear on a single supplemental roster.

[3] The percentage in Fiscal Year 2008-09 is low due to requirements imposed by the Secretary of State in Fiscal Year 2007-08 which required the office to convert from electronic voting to paper ballot voting, thus lowering the tally percentage. The office reduced the number of voting precincts to 1,449 precincts for the June 2010 Gubernatorial Primary Election; however only 20% of precincts were tallied by 11:30 p.m. due to reduced number of precinct scanners and the increased time required to print each Optical Scan (OS) precinct tape, which is typically longer in a primary election. The office only used 75 precinct scanners in the June 2010 Gubernatorial Primary Election (down from 100 in the May 2009 Statewide Special Election). The percentage of precincts counted is reduced for Fiscal Year 2010-11 due to the larger size of the ballot and the increased turnout in a general election.

[4] The number of mail ballots received was higher in Fiscal Year 2008-09 due to the Presidential General Election, which has the highest activity level of the four-year election cycle. In addition to the procedural changes implemented for processing returned mail ballot envelopes, the lower percentage of tallied mail ballots in Fiscal Year 2009-10 was due to the delayed return of vote by mail ballots by voters. There were 163,000 mail ballots to be processed starting the day after the June 2010 Gubernatorial Primary Election. Although the number of mail ballot voters is continuing to grow significantly as a percentage of overall voter turnout, it is anticipated that 98% of all vote by mail ballots received will be processed and tallied by Monday following Election Day in all elections throughout Fiscal Years 2010-12.

[5] These measures track the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors and poll workers with targeted language skills. The more days prior to the election that workers are recruited, the better the likelihood there will be sufficient staffing at the polls on Election Day. It should be noted that poll worker recruitment is always more difficult in a June primary election.

[6] This measure tracks the efficiency in validating returned vote-by-mail ballot envelopes through a combination of seven electronic and manual envelope and ballot verification processes. Fiscal Year 2008-09 included the November 2008 Presidential General Election which represents the highest activity level of the four-year election cycle. During Fiscal Year 2009-10 the department conducted a detailed business process reengineering study that resulted in new and/or enhanced policies and procedures for processing all returned mail ballot envelopes. These new polices and procedures, which focused on enhanced verification and reconciliation of ballots returned and counted, were implemented during the June 2010 Gubernatorial Primary Election. These accountability steps increased the per mail ballot labor cost of vote-by-mail ballots returned in the June 2010 Gubernatorial Primary Election to 30-cents, a 5-cent increase from the November 2008 Presidential General Election. The office anticipates the per mail ballot labor cost to decrease again after the learning curve of the new processes and after implementation of automated ballot envelope screening as opposed to manual screening.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

No change in staffing.

### Expenditures

Net increase of $1.4 million.

- Salaries and Benefits — net increase of $0.3 million due to negotiated wage and benefit increases and unemployment insurance premiums, offset by a decrease in overtime and temporary help. One effect of this decrease will be the elimination of one weekend voting day.
- Services and Supplies — net decrease of $1.2 million due to a one-time major maintenance project and equipment purchases in Fiscal Year 2009-10, and decreases due to reduced costs from vendors and a reduction in funding as a result of the overall economic downturn.
- Capital Assets Equipment — increase of $1.0 million to purchase mail ballot processing equipment.
- Reserve/Designation Increase — increase of $1.3 million to provide sustaining funding for Statewide Direct Primary Election in 2012, which historically has fewer billable participating jurisdictions.

### Revenues

Net increase of $1.4 million.

- Intergovernmental Revenue — increase of $1.5 million due to: an increase of $0.7 million in Help America Vote Act (HAVA) grant revenue to reimburse for the mail ballot processing equipment; an increase of $0.7 million of State funding for Senate Bill (SB) 90, *State Mandated Reimbursement*; and an increase of $0.1 million to realign revenue to proper account.
- Charges for Current Services (Election Services) — increase of $2.8 million as a result of the greater number of billable participating jurisdictions that participate in the Gubernatorial General Election as compared to the Gubernatorial Primary Election.
- Miscellaneous Revenues — decrease of $0.1 million to realign revenue to proper account.

- Reserve/Designation Decreases — decrease of $3.6 million due to the greater number of billable participating jurisdictions that participate in the Gubernatorial General Election as compared to the Gubernatorial Primary Election.
- Use of Fund Balance — increase of $1.1 million to provide funding for the Statewide Direct Primary Election in 2012 which has a fewer number of billable participating jurisdictions. Budgeted fund balance of $2.0 million is for sustaining funding of $1.3 million for low-revenue election year, unemployment insurance cost increase of $0.5 million, and information technology enhancements and equipment of $0.3 million.
- General Purpose Revenue Allocation — decrease of $0.4 million, which reflects the management of limited County resources in the current economic environment.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Decrease of 1.00 staff year due to the expected benefits of reengineering business processes and the need to reduce staff to balance increased retirement costs. Net increase of $7.4 million overall is due to $2.1 million increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011; $7.6 million increase in Services and Supplies primarily for the 2012 Presidential Primary Election; $1.0 million decrease in capital equipment (prior year one-time expenditure), and $1.3 million decrease in the Reserve Designation.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Registrar of Voters | | 63.00 | | | 63.00 | 62.00 |
| Total | | 63.00 | | | 63.00 | 62.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Registrar of Voters | $ 21,354,902 | $ 18,688,606 | $ 25,549,915 | $ 15,756,560 | $ 20,046,031 | $ 27,490,819 |
| Total | $ 21,354,902 | $ 18,688,606 | $ 25,549,915 | $ 15,756,560 | $ 20,046,031 | $ 27,490,819 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 9,629,032 | $ 7,938,072 | $ 8,313,072 | $ 6,883,573 | $ 8,287,216 | $ 10,355,511 |
| Services & Supplies | 11,711,431 | 10,730,991 | 16,891,891 | 8,626,297 | 9,498,496 | 17,135,308 |
| Capital Assets Equipment | 14,439 | 19,543 | 344,953 | 246,690 | 1,000,000 | — |
| Reserve/Designation Increase | — | — | — | — | 1,260,319 | — |
| Total | $ 21,354,902 | $ 18,688,606 | $ 25,549,915 | $ 15,756,560 | $ 20,046,031 | $ 27,490,819 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Intergovernmental Revenue | $ 496,519 | $ 1,481,411 | $ 5,050,169 | $ 1,232,572 | $ 3,016,889 | $ 4,036,100 |
| Charges For Current Services | 5,913,688 | 871,204 | 1,349,014 | 1,973,809 | 3,697,373 | 3,560,000 |
| Miscellaneous Revenues | 754,118 | 150,000 | 150,000 | 4,574,852 | 60,000 | 60,000 |
| Reserve/Designation Decreases | — | 3,573,412 | 3,573,412 | 3,573,412 | — | 1,260,319 |
| Use of Fund Balance | 6,156,678 | 923,000 | 3,737,741 | (7,287,663) | 2,016,769 | 7,219,400 |
| General Purpose Revenue Allocation | 12,052,001 | 11,689,579 | 11,689,579 | 11,689,579 | 11,255,000 | 11,355,000 |
| Total | $ 21,354,902 | $ 18,688,606 | $ 25,549,915 | $ 15,756,560 | $ 20,046,031 | $ 27,490,819 |

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# County of San Diego

## Finance and General Government Group


Finance and General Government Group Summary & Executive Office

Board of Supervisors

Assessor / Recorder / County Clerk

Treasurer - Tax Collector

Chief Administrative Office

Auditor and Controller

County Technology Office

Civil Service Commission

Clerk of the Board of Supervisors

County Counsel

Grand Jury

Human Resources

County Communications Office

# Finance and General Government Group & Executive Office

## Group Description

*The Finance and General Government Group provides essential support services and infrastructure to external customers and the County organization that enables achievement of the goals laid out in the County's Strategic Plan and adherence to the General Management System (GMS). The Finance and General Government Group maintains and continually strengthens the financial backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative and other key government functions. Services are provided to internal and external customers based on the following principles that align with the Required Disciplines:*

- *Consistent and fair administration of laws, regulations and policies.*
- *Targeted and effective training and support to ensure that employees are informed of laws and regulations.*
- *Genuine respect for fiduciary duties as stewards of taxpayer resources.*
- *Maintenance of a skilled, adaptable and diverse workforce focused on employee development and growth as knowledge workers prepared to serve the needs of today and tomorrow.*
- *Use of enabling technologies to improve business processes and operational excellence.*
- *Commitment to demonstrating the value of the services provided to County departments and the public, through performance monitoring and management.*
- *Active efforts to identify significant needs, challenges and risks through long-range strategic planning.*

## Finance and General Government Group Departments

- Assessor/Recorder/County Clerk
- Treasurer-Tax Collector
- Chief Financial Officer
- Auditor and Controller
- County Technology Office
- Civil Service Commission
- Clerk of the Board of Supervisors

- County Counsel
- Grand Jury
- Human Resources
- County Communications Office

## Mission Statement

To provide timely, accurate, efficient and effective financial, legislative and general government services to residents, local public agencies, County departments and individual County employees that are consistent with federal, State and local requirements.

## 2009-10 Accomplishments

The Finance and General Government Group will continue to provide the critical financial, human resources, legal, legislative, technology and general government support necessary to implement the County's Strategic Plan using the strength and discipline of the GMS and the effort to adapt to the increased pace of change through GMS 2.0. The Group's effectiveness will continue to be demonstrated through ongoing planning, monitoring and analysis of emergent issues.

### Required Discipline – Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Aggressively pursued opportunities to reduce costs associated with the County's existing debt portfolio through strategies such as refunding and/or restructuring debt and early repayment of high interest rate debt. Specific accomplishments include:

- The successful refinancing of two existing long-term debt obligations, the Central Jail bonds and the Hall of Justice bonds, resulting in approximately $1.2 million of savings annually or net present value savings of $8.7 million over remaining life of the bonds.
- The early payment of $100 million in outstanding taxable Pension Obligation Bonds resulting in approximately $4.5 million savings annually or net present value savings of approximately $59.3 million over the remaining life of the bonds, and shortened the final maturity of the bonds by one year to Fiscal Year 2026-27.
- Following the suspension of Proposition 1A, successfully securitized $73.3 million in property tax revenues borrowed from the County and other special districts within the county mitigating cash flow and repayment risk.

- Effectively managed the Treasurer's Investment Pool for the County and other local public entities to maximize cash resources without sacrificing the safety of principle or liquidity despite unprecedented volatility and substantial credit concerns facing the financial markets.
- Continued efforts to anticipate changing market and economic conditions and analyze their impact on County finances and operations in order to ensure short- and long-term fiscal stability and facilitate the delivery of essential services to the public.

### Required Discipline – Customer Satisfaction

- Delivered the highest quality legal services in an efficient and economic manner to facilitate the achievement of County government's goal to better serve the residents of San Diego County, resulting in success in 93% (77 of 83) of court decisions in all lawsuits filed against the County and a success rate of 92% (11 of 12) in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Supported and maintained the County's customer service program, Serving Everyone with Excellence, to ensure that the residents of San Diego County receive superior County services in terms of quality, timeliness and value.

### Required Discipline – Regional Leadership

- Led regional efforts to provide the County and interested local cities the opportunity to join the Statewide pilot of the CaliforniaFIRST program, a property assessed clean energy program that will soon offer property owners financing for making certain energy efficiency and solar energy improvements with pay back for the loans attached to the property tax bill.
- Hosted the 26th Annual San Diego County Economic Roundtable, the region's longest running local economic forecasting event. The event was open to the public and co-sponsored by the County of San Diego, San Diego Union Tribune, San Diego Workforce Partnership, the University of San Diego School of Business Administration and Qualcomm.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Presented the "Large Agency Award of Excellence" for 2009 from the International Public Management Association. This award was given in recognition of the County's overall quality and accomplishments of the human resources program which exceeds normal operations of a good government human resources program.
- Safeguarded public resources by ensuring that employees adhere to laws, regulations and policies through ongoing training and employee development programs such as management seminars, training academies and continuing legal education.
- Supported efforts to ensure County employees develop as knowledge workers with the key competencies necessary to serve the County's business and customers of today and tomorrow.
- Engaged in active workforce transition planning efforts including a Web site and other support elements to assist employees facing potential job changes or termination, and assisted departments with reorganization efforts related to workforce transition activities in order to increase efficiencies with fewer resources.

### Required Discipline – Accountability/Transparency

- The County launched an enterprisewide effort to closely monitor the use of federal economic stimulus funds including the launch of the San Diego County Recovery Web site (www.RecoverySDCounty.org).
- Digitized close to 10 million images of over 150 years of official County records dating back to 1853 to ensure that all members of the public were able to benefit from these services.
- Provided audit services, including State mandated and operational/performance audits that ensure the integrity of management control systems, consistent performance across the enterprise and a best use of resources resulting in implementation of 100% (167) of

audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) on or before their due date.

- Participated in the development of online training materials to educate the workforce on the Management Controls Initiative to promote a control environment and to further ensure accuracy, accountability and transparency in the County's operations and financial reporting.

### Required Discipline – Information Technology

- Recognized as the "Best Local Government Website" in the State by the Center for Digital Government in the 2009 Best of California Awards program.
- The County initiated the use of innovative social media technology to communicate internally and externally on critical public interest areas such as H1N1 flu vaccinations and winter storm alerts.
- The County developed a robust set of technical and functional requirements along with comprehensive management and implementation strategies which were used to solicit proposals to replace antiquated and inefficient property tax administration applications.
- Implemented a secure electronic approval system to allow County officials to electronically approve Board of Supervisors agenda items from any location, 24 hours a day/7 days a week, eliminating the need to physically route documents across the region for "wet ink" signature. This initiative has reduced vehicle and fuel usage and increased overall staff productivity.
- Continued activities to upgrade the County's core financial and human resources software applications to improve operational efficiency. Specific accomplishments include; the completion of the competitive vendor selection process required to upgrade Oracle Financials, the County's key financial application, an upgrade to the time and labor tracking application Kronos, to improve efficiency and enhance the support model, and lastly to upgrade the enterprise human resource management system to ensure application support and to standardize current system customizations which will make future upgrades easier.
- Aggressively pursued opportunities for server consolidation and virtualization to reduce costs and improve efficiencies.
- Revamped the County IT Strategic Plan to outline how over the next five years IT will assist the County achieve its vision to efficiently, effectively and strategically meet its goals and needs of its residents. The County is committed wherever it is cost effective for the taxpayer, to focus on green IT, customers first, workforces effectiveness, and anytime, anywhere access in its operations and strategic projects.

## 2010-12 Objectives

### Required Discipline – Fiscal Stability

- Aggressively pursue opportunities to reduce costs associated with the County's existing debt portfolio through strategies such as refunding and/or restructuring debt and early repayment of high interest rate debt.
- Effectively manage the Treasurer's Investment Pool for the County and other local public entities to maximize cash resources without sacrificing the safety of principle or liquidity.
- Continue efforts to anticipate changing market and economic conditions and analyze their impact on County finances and operations in order to ensure short and long-term fiscal stability and to facilitate the delivery of essential services to the public.
- Negotiate fiscally prudent successor agreements with 25 bargaining units and 8 employee organizations by June 2011.

### Required Discipline – Customer Satisfaction

- Deliver the highest quality legal services in an efficient and economic manner to facilitate the achievement of County government's goal to better serve the residents of San Diego County.
- Support and maintain the County's customer service program, Serving Everyone with Excellence, to ensure that the residents of San Diego County receive superior County services in terms of quality, timeliness and value. Due to reductions in funding, the annual Customer Satisfaction Survey component of this program has been eliminated.

### Strategic Initiative – The Environment

- Implement the CaliforniaFIRST program, a statewide pilot program that will offer property owners financing for making certain energy efficiency and solar energy improvements to their homes or business with pay back for the loans attached to the property tax bill.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Safeguard public resources by ensuring that employees adhere to laws, regulations and policies through ongoing training and employee development programs such as management seminars, training academies and continuing legal education.
- Provide local veterans work experience by establishing a six-month Veteran's Work Experience Program in order for them to learn new skills to improve opportunities in the workforce.

### Required Discipline – Accountability/Transparency

- Provide audit services, including State mandated and operational/performance audits that ensure the integrity of management control systems, consistent performance across the enterprise and a best use of resources.
- Create, maintain and provide official County records so that all members of the public may benefit from these services.

### Required Discipline – Information Technology

- Provide IT support to County departments to enhance services available to County residents, including the replacement of obsolete property tax systems with a state-of-the-art Integrated Property Tax System, and focus on related reengineering of business processes to achieve improvements in efficiency, performance and service to maximize value to the taxpayers.
- Continue activities to upgrade the County's core financial and human resources software applications to improve operational efficiency.
- Complete the server consolidation and virtualization project to reduce costs and improve efficiency.

## Related Links

For more information on the Finance and General Government Group, refer to the Web site at http://www.sdcounty.ca.gov/fg3/.

## Executive Office Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 2.00 staff years due to the decline in the overall economy. This decrease in staffing levels will reduce the level of direct support offered to Finance and General Government Group departments on business process reengineering initiatives, and will result in the transfer of management of the Panorama Business Views (PB Views) performance measurement application to the Health and Human Services Agency.

### Expenditures

Decrease of $49.2 million.

- Salaries and Benefits — decrease by $0.2 million primarily due to the staffing changes described above.
- Services and Supplies — decrease of $46.7 million as a result of the removal of one-time information technology funding included in the prior year budget ($46.6 million) and a reduction in the travel and training budget ($0.1 million) due to a decline in the overall economy. This expenditure category includes the rebudget of one-time funding in the amount of $41.3 million to support anticipated costs associated with the development and implementation of an Integrated Property Tax System.
- Management Reserves — decrease of $2.3 million due to a decrease in the estimated amount of management reserves required to mitigate potential revenue shortfalls. The remaining $2.5 million will be used to mitigate unanticipated costs associated with the major information technology initiatives described above and/or other unanticipated costs within Finance and General Government Group departments.

### Revenues

Decrease of $49.2 million.

- Use of Fund Balance — decrease of $48.9 million due to the removal of one-time prior year funds and decrease in management reserve described above. Remaining budget of $43.8 million includes a rebudget of one-time funding ($41.3 million) to support the development and implementation of an Integrated Property Tax System, and $2.5 million for management reserves.
- General Purpose Revenue Allocation — decrease of $0.3 million, which reflects the management of limited County resources in the current economic environment.

## Executive Office Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $43.7 million is primarily the result of the removal of one-time funds and management reserves from Fiscal Year 2010-11, partially offset by an increase in Salaries and Benefits, which reflects an increase for

retirement contributions for 2011-12 and the full effect of the flexible credit increase that will take effect in January 2011.

## Group Staffing by Department

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Finance & General Government Executive Group | | 8.00 | | | 6.00 | 6.00 |
| Board of Supervisors | | 56.00 | | | 56.00 | 56.00 |
| Assessor / Recorder / County Clerk | | 397.50 | | | 397.50 | 397.50 |
| Treasurer - Tax Collector | | 121.00 | | | 121.00 | 121.00 |
| Chief Administrative Office | | 15.50 | | | 14.50 | 14.50 |
| Auditor and Controller | | 249.00 | | | 245.50 | 245.50 |
| County Technology Office | | 16.00 | | | 16.00 | 16.00 |
| Civil Service Commission | | 4.00 | | | 4.00 | 4.00 |
| Clerk of the Board of Supervisors | | 37.00 | | | 37.00 | 37.00 |
| County Counsel | | 137.00 | | | 135.00 | 135.00 |
| Grand Jury | | 1.00 | | | 1.00 | 1.00 |
| Human Resources | | 118.00 | | | 110.00 | 110.00 |
| County Communications Office | | 22.00 | | | 22.00 | 22.00 |
| Total | | 1,182.00 | | | 1,165.50 | 1,165.50 |

## Group Expenditures by Department

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Finance & General Government Executive Group | $ 10,153,423 | $ 98,371,444 | $ 101,094,828 | $ 17,202,960 | $ 49,136,220 | $ 5,477,400 |
| Board of Supervisors | 7,264,503 | 7,671,647 | 8,339,502 | 7,353,093 | 7,628,046 | 7,630,818 |
| Assessor / Recorder / County Clerk | 52,736,678 | 52,195,380 | 56,527,573 | 49,368,851 | 50,638,198 | 50,411,586 |
| Treasurer - Tax Collector | 19,140,824 | 17,124,158 | 18,680,713 | 17,669,519 | 19,148,452 | 18,031,194 |
| Chief Administrative Office | 4,553,754 | 4,614,209 | 4,929,312 | 4,602,994 | 4,379,445 | 4,409,258 |
| Auditor and Controller | 35,915,961 | 34,063,269 | 35,632,084 | 31,563,434 | 33,839,785 | 34,359,080 |
| County Technology Office | 143,077,909 | 135,543,619 | 147,669,264 | 129,079,653 | 139,910,787 | 112,371,748 |
| Civil Service Commission | 596,372 | 621,605 | 621,605 | 582,721 | 558,294 | 566,258 |
| Clerk of the Board of Supervisors | 7,835,825 | 8,199,379 | 9,878,941 | 8,399,128 | 6,380,645 | 6,166,053 |
| County Counsel | 22,678,912 | 22,318,667 | 22,592,316 | 21,845,765 | 22,554,021 | 22,171,916 |
| Grand Jury | 658,055 | 678,122 | 678,122 | 635,009 | 580,076 | 581,666 |
| Human Resources | 21,272,124 | 22,384,701 | 22,831,968 | 19,648,943 | 22,703,286 | 21,889,423 |
| County Communications Office | 7,888,779 | 3,430,213 | 3,694,286 | 3,064,472 | 2,879,771 | 2,621,689 |
| Total | $ 333,773,118 | $ 407,216,413 | $ 433,170,513 | $ 311,016,542 | $ 360,337,026 | $ 286,688,089 |

## Executive Office Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Finance & General Government Executive Office | | 8.00 | | | 6.00 | 6.00 |
| Total | | 8.00 | | | 6.00 | 6.00 |

## Executive Office Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Finance & General Government Executive Office | $ 10,153,423 | $ 98,371,444 | $ 101,094,828 | $ 17,202,960 | $ 49,136,220 | $ 5,477,400 |
| Total | $ 10,153,423 | $ 98,371,444 | $ 101,094,828 | $ 17,202,960 | $ 49,136,220 | $ 5,477,400 |

## Executive Office Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 1,465,273 | $ 1,266,561 | $ 1,446,561 | $ 1,436,932 | $ 1,089,843 | $ 1,232,953 |
| Services & Supplies | 8,688,150 | 92,304,883 | 96,019,267 | 15,766,027 | 45,546,377 | 4,244,447 |
| Management Reserves | — | 4,800,000 | 3,629,000 | — | 2,500,000 | — |
| Total | $ 10,153,423 | $ 98,371,444 | $ 101,094,828 | $ 17,202,960 | $ 49,136,220 | $ 5,477,400 |

## Executive Office Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Charges For Current Services | $ 534,487 | $ — | $ — | $ 398,515 | $ — | $ — |
| Miscellaneous Revenues | 21,020,580 | — | — | — | — | — |
| Other Financing Sources | 4,964,924 | — | 247,522 | 247,522 | — | — |
| Use of Fund Balance | (22,756,185) | 92,700,000 | 95,175,862 | 10,885,479 | 43,801,930 | — |
| General Purpose Revenue Allocation | 6,389,616 | 5,671,444 | 5,671,444 | 5,671,444 | 5,334,290 | 5,477,400 |
| Total | $ 10,153,423 | $ 98,371,444 | $ 101,094,828 | $ 17,202,960 | $ 49,136,220 | $ 5,477,400 |

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# Board of Supervisors

## Department Description

*The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisorial District) of the county. (See map on Page 3.)*

## Board General Office

The Board General Office, under direction from the Clerk of the Board of Supervisors, provides support to the main reception area of the Board of Supervisors.

## District 1

Supervisor Greg Cox represents more than 638,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Crown Point on Mission Bay in the north to the U.S./Mexico international border in the south. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Crown Point, Grant Hill, La Playa, Lincoln Park, Logan Heights, Loma Portal, Memorial, Midway, Mission Beach, Mount Hope, Mountain View, Nestor, Ocean Beach, Otay, Palm City, Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, Stockton, Sunset Cliffs and part of Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres and East Otay Mesa.

Supervisor Cox is assisted by a highly experienced professional staff whose fundamental mission is to make County government work for citizens by focusing on outcome and results, not process and paperwork. Supervisor Cox's staff assists him in policy development, research and review of the County budget and operations, special projects and constituent services.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government by demanding accountability and fiscal discipline to reduce administration and increase services to the public. Supervisor Cox has focused on improving public safety to better protect residents and fight child and elder abuse; actively promoting the well-being of children, youth and families by creating more opportunities to succeed through innovative programs and projects like the San Pasqual Academy and the Bonita-Sunnyside and Lincoln Acres libraries.

Since taking office, Supervisor Cox has made it one of his highest priorities to improve the lives of foster children. Specifically, he has tirelessly worked to raise funds and provide programs, like School Success, to help foster children achieve academic success and graduate high school. In 2008, the graduation rate for foster children in San Diego was well over 85%, comparable to that of the general public and a dramatic change from 10 years ago when the rate was only 51%.

Supervisor Cox has also made it a priority to improve access to health care in his district and countywide. As one of the two Supervisors who initiated the Healthcare Safety Net study in 2005, Supervisor Cox has provided hundreds of thousands of dollars in Neighborhood Reinvestment funds to local Community Clinics, and worked with clinics and hospitals to maintain and enhance the safety net in San Diego County.

Supervisor Cox has worked to preserve open space while providing recreational opportunities through the creation of the Bayshore Bikeway, the Sweetwater River Bike Trail, Otay Valley Regional Park and the expansion of the Sweetwater River Regional Park and the Tijuana River Valley Regional Park.

Supervisor Cox co-chairs the 2010 Campaign for Active Transportation, which advocates for federal funding for projects and programs that encourage people to move from driving to walking and bicycling, thus reducing toxic auto emissions that pollute our air. He is championing San Diego's effort to complete the California Coastal Trail, a network of trails and routes spanning the entire coastline.

Supervisor Cox has received praise from local environmental groups for leading a regional effort with all the coastal cities in the County to locate funding to restore the Beach Quality Safety Program, which preserves critical monitoring of our region's beaches, bays and waterways.

Supervisor Cox has worked with federal and local offices regarding the design and construction of the new San Ysidro Port of Entry and associated infrastructure to enhance international commerce and trade. Supervisor Cox is also working to complete construction of State Route 905, State Route 11 and a second Otay Mesa international border crossing. Supervisor Cox was elected by his peers to serve as the President of the U.S./Mexico Border Counties Coalition and the California State Association of Counties and remains active on the boards of both organizations. He also serves on the board of the National Association of Counties. Supervisor Cox was recently appointed to represent the County of San Diego on the San Diego County Regional Airport Authority.

## District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its southern boundary, stretches to the mountains of the greater Julian area in its northern reaches and extends to the Imperial County line. The largest of the County's five districts, the Second District features 2,000 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. Home to approximately 584,706 residents, including 274,851 unincorporated residents, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many residents depend on County government for nearly all local public services and have more contact with their supervisor than in more urban districts.

The public's safety, stronger fire protection and a fiscally sound County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested over $180 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

The Second District includes the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate, Vallecitos and Wynola, as well as the Indian Reservations of Barona, Campo, Ewiiaapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. The Second District encompasses the cities of El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, Del Cerro and Grantville in the City of San Diego.

## District 3

Supervisor Pam Slater-Price is Chairwoman of the County Board of Supervisors.

She represents more than 600,000 residents in a district encompassing an expansive area that includes large parts of coastal and inland North County and much of coastal and inland suburban San Diego, including Rancho Bernardo, Scripps Ranch and Rancho Penasquitos.

The Chairwoman also represents diverse communities and constituencies in Escondido and suburban inland Mira Mesa, respectively; the eclectic community of Pacific Beach; the Cities of Encinitas, Solana Beach and Del Mar; distinct beach communities along Highway 101; as well as Scripps Ranch, Mira Mesa, Tierrasanta and Sabre Springs; and San Diego neighborhoods like Navajo and San Carlos; and La Jolla.

The Chairwoman is very involved in constituent service to her district. From County-operated libraries, Sheriff's protection and the District Attorney, the County provides essential services to the region and the district. The Third District offers a unique blend of urban, suburban, semi-rural and open space areas. The Chairwoman is actively engaged in issues relating to unincorporated growth and development, traffic, economic development, public protection and habitat preservation. This includes participation in numerous boards, commissions and Joint Powers Agreements (JPAs) charged with managing open space areas. Chairwoman Slater-Price has also been actively working within her district to resolve issues relating to traffic and beach erosion. Finally, as the representative of

communities directly threatened by wildfires, she has a strong interest in public safety and environmental issues dealing with fire abatement and service response.

The Chairwoman has funded various nonprofit public safety, health, pro-business and tourism, community and service organizations that provide vital services to constituents in her district and to residents throughout the county.

By following the principles set forth in the County's General Management System, which focuses on kids, the environment and safe and livable communities, Chairwoman Slater-Price will continue to advance a sound, balanced fiscal approach to county governance for area taxpayers.

Chairwoman Slater-Price is committed to making San Diego County America's top destination to live, work and play.

## District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. Approximately 622,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues - from improving the plight of foster youth and enhancing public safety, to making sure that the County of San Diego remains one of the best-managed counties in America.

Because all of the Fourth Supervisorial District is located within the City of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming, fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, air quality, water quality, probation and operation of the jail system.

The Fourth Supervisorial District spans 100 square miles, extending north to University City and southern Mira Mesa, west to Old Town, east to the College Area and south to Paradise Hills. The district also includes the neighborhoods of Adams North, Alta Vista, Bay Ho, Bay Park, Birdland, Castle, Cherokee Point, Chollas Creek, Clairemont Mesa, Colina Del Sol, Corridor, Cortez, El Cerrito, Emerald Hills, Encanto, Fairmount Park, Fairmount Village, Golden Hill, Hillcrest, Jamacha Lomita, Kearny Mesa, Kensington, Linda Vista, Little Italy, Middletown, Miramar, Mission Gorge, Mission Hills, Mission Valley, Morena, Normal Heights, North Park, Oak Park, Park West, Redwood Village, Rolando, Serra Mesa, Skyline, South Park, Sorrento Valley, Swan Canyon, Talmadge Park, Tierra Alta, University Heights, Valencia Park, Webster and northeastern Downtown San Diego. Points of interest within the district include Marine Corps Air Station Miramar, Old Town State Historic Park, Balboa Park and the world-famous San Diego Zoo.

## District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. The district covers the northern most area of San Diego County and stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of nature, industry, resorts, golf courses, fine restaurants and agriculture. Currently, approximately 670,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's improved access to health care, public safety resources, emergency preparedness and strong relationships with faith-based organizations.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, DeLuz, Del Dios, Eagles Nest, Eden Valley, Elfin Forest, Fairbanks Ranch, Fallbrook, 4S Ranch, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Sutherland, Lake Wohlford, Lilac, Morettis, Live Oak Park, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Monserate, Rancho Santa Fe, Rancho Santa Margarita, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, Santa Ysabel and San Pasqual. Also within the district boundaries are vast areas of National Forest, State Park lands and the United States Naval Weapons Station at Fallbrook.

Supervisor Horn is an avocado rancher, so agriculture remains close to his heart. Agriculture is a major industry (the fifth most important in the county) in the Fifth District, with many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded inland valleys and farmers plant and harvest their crops that include strawberries and tomatoes. In spring-time, wildflowers carpet the Borrego desert.

Tourism and light industrial development are thriving in the Fifth District. The Biotechnology industry is represented in Oceanside, Carlsbad, Vista and San Marcos. Many of the major golf club makers are also part of the business success of the Fifth District and recently the County-owned McClellan-Palomar airport in Carlsbad underwent a $24 million improvement without using money from the County's general fund and paid for by the Federal Aviation Administration and Airport Enterprise funding. The changes include a new terminal and parking lots, new aircraft ramp, restaurant and an Immigration Customs Enforcement facility that allows private aircraft to bypass Lindbergh Field on international flights. Supervisor Horn is committed to protecting property rights, ensuring public safety, balancing growth, eliminating traffic congestion and preserving our natural resources.

## Related Links

For additional information about the Board of Supervisors, refer to the Web site at http://www.sdcounty.ca.gov/general/bos.html.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Board of Supervisors District 1 | | 9.00 | | | 9.00 | 9.00 |
| Board of Supervisors District 2 | | 11.00 | | | 11.00 | 11.00 |
| Board of Supervisors District 3 | | 11.00 | | | 11.00 | 11.00 |
| Board of Supervisors District 4 | | 10.00 | | | 10.00 | 10.00 |
| Board of Supervisors District 5 | | 13.00 | | | 13.00 | 13.00 |
| Board of Supervisors General Offices | | 2.00 | | | 2.00 | 2.00 |
| Total | | 56.00 | | | 56.00 | 56.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Board of Supervisors District 1 | $ 1,213,510 | $ 1,308,832 | $ 1,510,673 | $ 1,256,503 | $ 1,308,832 | $ 1,308,832 |
| Board of Supervisors District 2 | 1,238,385 | 1,392,135 | 1,392,135 | 1,265,411 | 1,312,135 | 1,312,135 |
| Board of Supervisors District 3 | 1,306,010 | 1,271,836 | 1,306,814 | 1,292,034 | 1,285,392 | 1,285,392 |
| Board of Supervisors District 4 | 1,054,168 | 1,216,950 | 1,416,950 | 1,216,710 | 1,229,921 | 1,229,921 |
| Board of Supervisors District 5 | 1,294,801 | 1,408,611 | 1,608,611 | 1,282,671 | 1,408,611 | 1,408,611 |
| Board of Supervisors General Offices | 1,157,628 | 1,073,283 | 1,104,318 | 1,039,763 | 1,083,155 | 1,085,927 |
| Total | $ 7,264,503 | $ 7,671,647 | $ 8,339,502 | $ 7,353,093 | $ 7,628,046 | $ 7,630,818 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 6,061,158 | $ 6,655,952 | $ 6,615,429 | $ 6,312,618 | $ 6,617,967 | $ 6,620,739 |
| Services & Supplies | 1,203,345 | 1,015,695 | 1,724,073 | 1,040,474 | 1,010,079 | 1,010,079 |
| Total | $ 7,264,503 | $ 7,671,647 | $ 8,339,502 | $ 7,353,093 | $ 7,628,046 | $ 7,630,818 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Charges For Current Services | $ 1,419 | $ — | $ — | $ 1,952 | $ — | $ — |
| Miscellaneous Revenues | 37 | — | — | 80 | — | — |
| Use of Fund Balance | (563,956) | — | 667,855 | (320,586) | — | — |
| General Purpose Revenue Allocation | 7,827,003 | 7,671,647 | 7,671,647 | 7,671,647 | 7,628,046 | 7,630,818 |
| Total | $ 7,264,503 | $ 7,671,647 | $ 8,339,502 | $ 7,353,093 | $ 7,628,046 | $ 7,630,818 |

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
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# Assessor/Recorder/County Clerk

## Department Description

*The Assessor is mandated by the Constitution of the State of California to locate, identify and establish values for all vacant land, improved real estate, business property and certain mobile homes, boats and aircraft. In addition, the Assessor maintains records on all taxable properties within the boundaries of the County of San Diego, including maintaining maps of all real property parcels. The Recorder is mandated by the Government Code to examine, record, index and archive records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. The County Clerk is mandated by the Government Code to issue and maintain a record of fictitious business names, issue marriage licenses, offer civil marriage ceremonies and provide certified copies of vital records, including birth and death certificates.*

## Mission Statement

To have fair and uniform assessments of all property, to obey and fully implement all property tax laws and to provide prompt and courteous service to the public. To provide for the orderly and expeditious recordation, archiving and retrieval of all records submitted to provide for the efficient distribution of vital records to the public.

## 2009-10 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- Recorded property ownership in a timely manner facilitating access to ownership information for the buying, selling and financing of property.
- Located, identified and appraised all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations.
- Recorded births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.

### Required Discipline – Fiscal Stability

- Collected, distributed and accounted for all mandated fees and transfer taxes so County departments, federal and State agencies, cities and special districts can fulfill their legal responsibilities.
- Developed a plan to review the departmental fee structure on an annual basis to ensure that costs for services are being fully recovered.

### Required Discipline – Information Technology

- Developed requirements for a new computer-aided mass appraisal system that will enable the Assessor/Recorder/County Clerk (ARCC) to replace an aging legacy valuation system and allow the department to fully participate in the implementation of a new integrated property tax system. Completion of this project is dependent upon implementation of the Integrated Property Tax System (IPTS) which is currently in the vendor proposal review process.
- Procured a new integrated recording/vital records system that will allow the ARCC to maintain a high level of fiscal stability and service to its citizens. Installation of this new system is targeted for Fiscal Year 2010-11.
- Initiated activities to procure a records asset management solution to ensure compliance with business continuity objectives as well as any legal retention requirements. Implementation is targeted for Fiscal Year 2010-11.
- Implemented remediation strategies for legacy computer applications relating to Assessment Appeals, Roll Corrections and Proposition 8 valuations using modern client-server and database technologies. This will allow the department to fulfill increasing operational demands and customer service mandates.

### Required Discipline – Customer Satisfaction

- Provided the public with the services that are of value to them in a competent and professional manner. These services include locating, identifying and appraising all property in San Diego County; recording all property ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records.

## 2010-12 Objectives

### Strategic Initiative – Safe and Livable Communities

- Record property ownership in a timely manner facilitating access to ownership information for the buying, selling and financing of property.
- Locate, identify and appraise all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations.
- Record births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
- Begin to electronically preserve vital records by scanning and indexing these documents to protect historical original documents from further deterioration.

### Required Discipline – Fiscal Stability

- Collect, distribute and account for all mandated fees and transfer taxes so County departments, federal and State agencies, cities and special districts can fulfill their legal responsibilities.
- Annually review departmental fee structure to ensure that costs for services are fully recovered.

### Required Discipline – Information Technology

- Implement a new computer-aided mass appraisal system that will enable the ARCC to replace an aging legacy valuation system and allow the department to fully participate in the implementation of a new integrated property tax system.
- Install and implement a new integrated recording/vital records system that will allow the ARCC to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to its citizens.
- Install and implement a records asset management solution to ensure compliance with business continuity objectives as well as legal retention requirements.
- Implement and install an electronic recording module that will allow the department to electronically accept recorded documents. This will enable the department to significantly reduce document processing time, improve the accuracy of records and enhance customer service. In addition, title companies, government agencies and other trusted business partners will realize cost savings in recording documents; and the speed at which documents are recorded will be greatly improved.

### Required Discipline – Customer Satisfaction

- Provide the public with the services that are of value to them in a competent and professional manner. These services include locating, identifying and appraising all property in San Diego County; recording all property ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records.

## Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the Web site at http://arcc.co.san-diego.ca.us/arcc/default.aspx.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Percentage of ownership records indexed within two business days[1] | 99% | 99% | 99% | 99% | 99% |
| Percentage of mandated assessments completed by close of annual tax roll[2] | 100% | 100% | 100% | 100% | 100% |
| Percentage of vital records, certificates and licenses indexed within 48 hours of receipt of all files so the public can have the most current information[3] | 98% | 98% | 98% | 98% | 98% |
| Satisfactory customer service rating[4] | 95% | 94% | 94% | 94% | 94% |

*Table Notes*

[1] Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.

[2] Measures the performance in locating, identifying, and fairly and uniformly appraising all property. Completing one hundred percent of the annual assessment work is the goal in the County's first step to assessing and billing annual property taxes.

[3] Measures the timely manner in which the public can access vital records and certificates affording them the most current information.

[4] Customer satisfaction rating measures how individuals perceive the department's ability to provide services of value to them. This rating is determined based on the number of positive comments received to the total number of customers surveyed.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

No change in staffing.

### Expenditures

Net decrease of $1.6 million.

- Salaries and Benefits — net increase of $0.2 million primarily due to negotiated wage and benefit increases.
- Services and Supplies — net decrease of $1.8 million.
  - Decrease of $4.8 million used to fund Fiscal Year 2009-10 one-time initiatives, partially offset by $1.3 million to fund Fiscal Year 2010-11 one-time projects which include: scanning of prior year property appraisal records ($0.4 million); outsourced microfilm services ($0.4 million); integrated recording system software ($0.4 million), and vital records program enhancements ($0.1 million).
  - Increase of $1.0 million in IT costs due to escalating legacy remediation costs and increased storage costs.
  - Increase of $0.4 million in printing, postage and other discretionary costs due to anticipated rate increases.
  - Increase of $0.3 million to provide ongoing support costs for new integrated recording/vital records system.

### Revenues

Net decrease of $1.6 million.

- Revenue from Use of Money & Property — increase of $0.1 million due to an increase in lease revenues as a result of the rental of previously unoccupied space.
- Charges for Current Services — net increase of $2.3 million.
  - Decrease of $0.5 million in Assembly Bill (AB) 2890, Supplemental Tax Administration Reimbursement, revenues.

- Increase of $2.2 million in Property Tax System Administration revenues to reflect anticipated collections from cities for services rendered ($1.8 million), and an increase of $0.4 million of Assembly Bill (AB) 589, State-County Property Tax Administration Grant Program, revenues for one-time scanning initiative described above.
- Increase of recorded document fees of $4.0 million primarily as a result of an increase in the recording fee ($4 to $10) for the first page. A decline in recording revenue is anticipated due to the current economic downturn in housing activity; the fee increase will help mitigate this shortfall as well as declines in other revenues described below.
- Decrease of $0.5 million in revenue for Certified Copy Vital Statistics due to fewer applications for certified copies of vital records.
- Decreases of $1.3 million in Modernization, $0.7 million in E-Recording, and $0.7 million in Social Security Truncation revenues are related to the decline in the real estate market resulting in fewer recording transactions, and the department's goal to reduce operational reliance on these revenue categories.
- Decrease in $0.5 million from various other revenue sources due to a decline in recording transactions as described above.
- Increase of $0.2 million in Micrographics due to a one-time initiative for records preservation project.

- Use of Fund Balance — decrease of $3.0 million to reflect decrease in General Fund fund balance for Fiscal Year 2009-10 one-time initiatives.
- General Purpose Revenue Allocation — decrease of $0.9 million, which reflects the management of limited County resources in the current economic environment. This decrease will be mitigated by increases in program revenues described above.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $0.2 million is a result of a decrease of $1.0 million in Services and Supplies due to $1.3 million to fund one-time initiatives for Fiscal Year 2010-11, offset by $0.8 million for one-time initiatives in Fiscal Year 2011-12, and a decrease of $0.5 million in contracted services. This decrease is partially offset by an increase in Salaries and Benefits ($0.7 million), which reflects an increase for retirement contributions in 2011-12 and a negotiated flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Property Valuation ID | | 265.00 | | | 263.00 | 263.00 |
| Recorder / County Clerk | | 103.00 | | | 110.50 | 110.50 |
| Public Information Services | | 15.50 | | | — | — |
| Management Support | | 14.00 | | | 24.00 | 24.00 |
| Total | | 397.50 | | | 397.50 | 397.50 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Property Valuation ID | $ 30,359,987 | $ 29,430,409 | $ 30,555,597 | $ 29,270,520 | $ 31,461,924 | $ 31,640,246 |
| Recorder / County Clerk | 17,925,726 | 19,548,717 | 22,753,779 | 16,374,368 | 16,010,517 | 15,590,768 |
| Public Information Services | 1,683,897 | 976,037 | 976,037 | 1,353,259 | — | — |
| Management Support | 2,767,069 | 2,240,217 | 2,242,159 | 2,370,704 | 3,165,757 | 3,180,572 |
| Total | $ 52,736,678 | $ 52,195,380 | $ 56,527,573 | $ 49,368,851 | $ 50,638,198 | $ 50,411,586 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 38,027,403 | $ 35,283,624 | $ 35,283,624 | $ 34,105,467 | $ 35,515,770 | $ 36,264,314 |
| Services & Supplies | 14,696,632 | 16,891,756 | 21,205,170 | 15,224,604 | 15,097,428 | 14,048,580 |
| Capital Assets Equipment | 12,643 | 20,000 | 38,779 | 38,779 | 25,000 | 98,692 |
| Total | $ 52,736,678 | $ 52,195,380 | $ 56,527,573 | $ 49,368,851 | $ 50,638,198 | $ 50,411,586 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Licenses Permits & Franchises | $ 512,710 | $ 500,000 | $ 500,000 | $ 451,285 | $ 500,000 | $ 500,000 |
| Revenue From Use of Money & Property | 58,388 | 20,000 | 20,000 | 73,056 | 120,000 | 120,000 |
| Charges For Current Services | 32,508,186 | 27,764,422 | 27,764,422 | 24,714,994 | 30,033,919 | 29,133,704 |
| Miscellaneous Revenues | 698,780 | 630,000 | 630,000 | 703,001 | 631,000 | 631,000 |
| Use of Fund Balance | 2,764,980 | 3,000,000 | 7,332,193 | 3,145,558 | — | — |
| General Purpose Revenue Allocation | 16,193,635 | 20,280,958 | 20,280,958 | 20,280,958 | 19,353,279 | 20,026,882 |
| Total | $ 52,736,678 | $ 52,195,380 | $ 56,527,573 | $ 49,368,851 | $ 50,638,198 | $ 50,411,586 |

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# Treasurer-Tax Collector

## Department Description

*The Treasurer-Tax Collector is an elected County official whose duties are mandated by State law and the County Charter. These duties include banking, investment, disbursement and accountability for $6.0 billion in public funds; the billing and collection of approximately $4.6 billion in secured and $0.17 billion in unsecured property taxes for all local governments; and administering the Improvement Bond Acts of 1911, 1913 and 1915. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.*

## Mission Statement

To provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency and value while maintaining the highest levels of customer service and satisfaction.

## 2009-10 Accomplishments

### Treasury

Treasury consists of the Investment Division and the Accounting Division. The Investment Division is responsible for setting the daily cash balance for the County Pooled Investment Fund (Pool), investing for the Pool and dedicated portfolios, and reviewing documents and advising on the structure and pricing of all County and school debt issues. The Accounting Division performs various accounting functions related to tax collection and investments and provides financial services such as electronic fund transfers to other County departments and investment pool members.

#### Required Discipline – Fiscal Stability

- Managed banking services for 360 accounts for both County departments and public entities in order to safeguard public funds and maintain public trust. On a daily and monthly basis, the Treasury staff is responsible for the reconciliation of 110 bank accounts that are linked to the Master Treasury account.

- Treasury Investment staff continued to effectively protect the County Pool's assets and mitigate risk despite unprecedented volatility and substantial credit concerns facing the financial markets. In a period when other counties and cities have experienced significant investment losses and bankruptcies, the San Diego County Pool's assets remain stable and continue to be managed in a safe and consistent manner.
- The Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources for a 1.20% rate of return on investment, without sacrificing the principle of safety or liquidity. This was accomplished in order to continue to fund the delivery of superior services throughout the San Diego County region. Additionally, the Investment Pooled Money Fund received reaffirmation of its Standard & Poor's AAAf/S1rating.

#### Required Discipline – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector assisted in the issuance of approximately $419 million in bond proceeds during Fiscal Year 2009-10. The Treasury processed in a timely manner 222 interest payments and 127 principal payments for bonds where the County Treasury serves as the paying agent.
- Provided a learning platform and forum to address current government finance issues by facilitating three seminars: the Investment Symposium (73 attendees), the Debt Symposium (111 attendees) and the Fraud Prevention Seminar (137 attendees). Additionally, due

to the success of the education program, the Treasury hosted a new seminar for 70 attendees from local nonprofit organizations in April 2010.

- Invested in local lending institutions in contribution to the health of our local economy by depositing $39 million in 13 local community banks through the Local Banking Initiative. This initiative was achieved while maintaining the safety and liquidity of the County's pooled money funds and earning a respectable rate of return. The Treasury has invested as much as $100 million in local community banks, however, due to market turmoil deposits are down to $39 million.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Increased the number of certified Cash Handlers in the San Diego region by 51 (for a total of 371) through a Certified Cash Handling Seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States & Canada). This award-winning program has strengthened internal controls and increased efficiency in processing and safeguarding cash.

### Required Discipline – Continuous Improvement

- Executed a contract for audit services to Nigro, Nigro & White. By selecting a firm that has specialized expertise in Local Government Investment Pool audits, the Treasury will improve the efficiency of the audit process and gain valuable recommendations for improvement. The contractor has completed the Fiscal Year 2008-09 annual financial statement audit and completed three quarterly reviews.
- Conducted detailed contract negotiations with the selected vendor for outsourcing of credit card and electronic property tax payments. Due to the detailed identification of specific technical requirements for implementation, the launch date has changed from August 2010 to July 2011. Acquisition of this capability will improve customer satisfaction, enhance efficiency of payment processing and reduce staff time.

## Tax Collection

Tax Collection is responsible for mailing, sorting and batching approximately 1.4 million tax bills and statements per year; managing property tax refund activity, research of payment exceptions and erroneous payments and payment processing; collecting property taxes on personal property (unsecured taxes) and several other types of specialty taxes; issuing tax clearance certificates for mobile homes and maps; payment plan activities; and the management of all tax sale activities. Tax Collection is also responsible for providing customer service to County residents at the main branch and four additional branches located throughout the county.

### Required Discipline – Fiscal Stability

- Prepared and mailed property tax bills and notices in a timely manner. Processed all secured and unsecured property tax payments received timely and efficiently, enabling timely deposits. Deposited funds promptly and optimized investment opportunities on behalf of San Diego taxpayers. Collected 97% of secured tax payments and 97% of unsecured tax payments.

### Required Discipline – Information Technology

- Participated in the development and review of a request for proposal process for selecting vendors to develop and implement the Integrated Property Tax System (IPTS) in conjunction with the Assessor/Recorder/County Clerk, Auditor and Controller and Chief Technology Office.

### Strategic Initiative – Safe and Livable Communities

- Supported services that protect San Diego County residents' quality of life.
  - Processed approximately 41,000 supplemental property tax refunds through June 30, 2010, which represents a 19.6% decrease from Fiscal Year 2008-09. However, this number still reflects a significant increase when compared to the 6,700 supplemental property tax refunds that were issued in Fiscal Year 2006-07. The increase in supplemental property tax refunds has occurred as a result of the continued economic challenges that have impacted the housing markets. The Treasurer-Tax Collector has maintained its current level of refund processing times although faced with the enormous increase in the volume of refunds.
  - Processed 2,971 new cases established for taxpayers who are in bankruptcy and have secured or unsecured taxes due through June 30, 2010. This is a 21% decrease from the number of new bankruptcy cases received in Fiscal Year 2008-09. However, as a result of continued economic challenges, it reflects a 200% increase over new bankruptcy cases that were received in Fiscal Year 2007-08. This poses a challenge for the Treasurer-Tax Collector to maintain these essential services in this time of budgetary and economic uncertainty;

however, the department has managed these increases and successfully maintained the essential services its customers rely on.

## Deferred Compensation

The Deferred Compensation Program administers all aspects of the 401(a) Incentive Retirement Deferred Compensation Plan and the 457 Deferred Compensation Plan. The Deferred Compensation Program is a voluntary way to save for retirement outside of the County's pension system. These plans are available to full-time and part-time permanent employees of the County of San Diego.

### Strategic Initiative – Safe and Livable Communities

- Broadened the Countywide base of employees who are planning for financial security during retirement by the following measures:
  - Enrollment in the Deferred Compensation 457 plan increased by 310 participants as of June 30, 2010, well over the target number of 100; however, the number of net accounts was 40.3% as participants leave County employment and retired personnel close accounts.
  - The 457 Deferred Compensation Plan average deferral amount decreased to $84 per pay period, significantly lower than the $198 per pay period last year, reflecting the current state of the economy and the wider spread focus on de-leveraging seen throughout the country. While the average deferral amount is lower than last year, an increasing number of employees who had previously stopped contributions have restarted their deferrals.
  - Educated employees on the Deferred Compensation Plan by presenting two well-attended Investment & Retirement Symposiums in January 2010 and in May 2010. The next symposium scheduled for January 2011 is currently in the planning stages.
  - Continued to increase employee awareness and understanding by hosting an estimated 62 separate training sessions throughout the County.

# 2010-12 Objectives

## Treasury

### Required Discipline – Fiscal Stability

- To safeguard public funds and maintain public trust, will efficiently manage the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector will also provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources, without sacrificing the principle of safety or liquidity for an anticipated weighted average rate of return of 0.75% in Fiscal Year 2010-11 and 1.25% in Fiscal Year 2011-12.

### Required Discipline – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector will provide broad-based financial and consulting services to public agencies within the San Diego County region.
- Provide a learning platform and forum to address current government finance issues by facilitating five seminars for Fraud Prevention, Nonprofit Organization Finance, Cash Handling, Debt Financing and Investment of Public Funds for local agencies.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Increase the number of certified Cash Handlers by 40 people in Fiscal Year 2010-11 and 40 people in Fiscal Year 2011-12 through a certified Cash Handler's seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States and Canada). This award winning program will continue to strengthen internal controls and increase efficiency in processing and safeguarding cash. Original target of 60 has been revised because most employees who require certification have already been certified.
- Develop "knowledge workers" within the Treasury Division by encouraging professional development through seminar and conference attendance and participation in government finance organizations such as California Municipal Treasurers Association, Government Investment Officers Association and Government Finance Officers Association.

### Required Discipline – Continuous Improvement

- Implement the outsourcing of credit card and electronic property tax payments by July 2011. Acquisition of this capability will improve customer satisfaction, enhance efficiency of payment processing and reduce staff time.

## Tax Collection

### Required Discipline – Fiscal Stability

- Maintain a collection rate of 97% for secured taxes, and 97% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers by June 30, 2011.

### Required Discipline – Information Technology

- Participate in the development of the Integrated Property Tax System (IPTS) with the Assessor/Recorder/County Clerk, Auditor and Controller and Chief Technology Office to prepare IPTS for deployment by a date to be determined.

## Deferred Compensation

### Strategic Initiative – Safe and Livable Communities

- Broaden the Countywide base of employees who are planning for financial security during retirement by the following measures:
  - Increase enrollment in the Deferred Compensation 457 Plan to 40.4% (145 additional participants) by June 30, 2011 and to 41.5% (150 additional participants for a total of 295 over current) by June 30, 2012.
  - Increase the average participant contribution in the Deferred Compensation 457 Plan to $86 per pay period by June 30, 2011 and to $87 by June 30, 2012. The targeted figures for Fiscal Years 2010-11 and 2011-12 have been revised since the CAO Proposed Operational Plan was published. The new estimates are based on the actuals for the prior fiscal year which are much lower than previously anticipated.
  - Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
  - Continue to increase employee awareness and understanding by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2011.

## Related Links

For additional information about the Treasurer-Tax Collector, refer to the Web site at http://www.sdtreastax.com/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Secured Taxes Collected (% of total)[1] | 96.3% | 96% | 97% | 97% | 97% |
| Unsecured Taxes Collected (% of total)[1] | 97% | 97% | 97% | 97% | 97% |
| Rate of Return on Investment Pool (%) | 2.40% | 1.00%[2] | 1.20%[2] | 0.75%[3] | 1.25% |
| Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) | 4.60[4] | 4.70 | 4.50 | 4.70 | 4.70 |
| Deferred Compensation Plan Asset Growth | -16.2%[5] | 1%[5] | 14.8%[5] | 1%[5] | 1% |
| 457 Deferred Compensation Plan average deferral amount per employee per pay period | $198 | $198 | $84[6] | $86[6] | $87[6] |
| Percentage of eligible County employees participating in the 457 Deferred Compensation Plan | 37.9%[7] | 42%[7] | 40.3%[7] | 40.4%[7] | 41.5% |
| Number of newly Certified Cash Handlers for the County and other government entities | 80 | 60[8] | 51[8] | 40[8] | 40 |

*Table Notes*

[1] With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The low actual collection rate is a result of the struggling real estate market. Continued lower collection percentages are anticipated through 2012 as the real estate market continues to struggle.

[2] The Rate of Return on Investment Pool was 1.20% for the Fiscal Year 2009-10 due to the Federal Reserve funds target rate having remained set at a range of 0.00%-0.25%.

[3] Since the Federal Reserve has maintained the Federal Funds target rate at the lowest possible range over Fiscal Year 2009-10, it is expected that as the economy improves, the Investment Pool's Rate of Return will increase accordingly. However, in the short term, higher yielding investments are expected to mature, which will lower the return until interest rates rise significantly.

[4] The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on their Customer Satisfaction Surveys. They give excellent ratings for having their questions answered and the level of courtesy experienced; however, their overall experience is less than exceptional because they believe the taxes are too high.

[5] The Deferred Compensation Plan performed well since the beginning of the fiscal year as the markets, on the whole, bounced back after a hard drop benchmarked off of a year ago. The S&P 500 was up 12.1% while assets in the plan grew 14.8%. Going forward, economist consensus has the markets giving back some of this spectacular gain but still has the economy growing, albeit sluggishly.

[6] Uncertainty in the economic health of the country has led employees to conserve cash by decreasing their Deferred Compensation average deferral amount per pay period. Maintaining current deferral amounts will be a challenge in this tough economic environment, but the department will strive to increase plan awareness and to promote new plan services obtained through the transition to the new provider. **T**he targeted figures for Fiscal Years 2010-11 and 2011-12 have been revised since the CAO Proposed Operational Plan was published. The new estimates are based on the actuals for the prior fiscal year which are much lower than previously anticipated.

[7] The Deferred Compensation program has experienced a decrease in the percentage of County employees actively contributing to the 457 plan because financial market conditions have created a hardship situation for many employees. There is growth as some employees step back in after stopping all contributions. Due to the transition to a new provider and market conditions, participation in the plan is expected to increase slightly until a level of comfort is created through education programs by Deferred Compensation.

[8] The number of newly Certified Cash Handlers decreased in Fiscal Year 2009-10 because most employees who require Cash Handling certification have been certified. It is expected that the number will continue to decrease in Fiscal Years 2010-11 and 2011-12 because most employees who require Cash Handling certification have been certified. It is also anticipated that turnover of cash handlers will be lower.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

No change in staffing.

### Expenditures

Increase of $2.0 million.

- Salaries and Benefits — increase of $0.3 million primarily due to negotiated wage and benefit increases.
- Services and Supplies — increase of $1.7 million.
  - Increase of $0.6 million due to increased cost of banking services, software licenses and application maintenance and updates. It is anticipated that upon implementation of the Web Integrated Tax System (WITS) 2.0 that these ongoing costs will be reduced beginning in Fiscal Year 2011-12.
  - Increase of $0.3 million for implementation of the Sungard Quantum application to support Treasury operations and ensure continuity of operations during a disaster or pandemic.
  - Increase of $0.8 million in one-time funding for the implementation of the Web Integrated Tax System (WITS) 2.0 infrastructure that will allow for a real-time client server property tax payment processing architecture.

### Revenues

Increase of $2.0 million.

- Fines, Forfeitures & Penalties — increase of $0.03 million due to anticipated revenue from fees and penalties for delinquent tax payments.
- Charges for Current Services — net increase of $1.5 million.
  - Increase of $0.1 million in tax collection revenue for title searches and tax sales in order to align budget with historical actuals.
  - Decrease of $0.7 million in Assembly Bill (AB) 2890, *Supplemental Tax Administrative Reimbursement and Recorded Document Fees (Recovered Cost)* due to shortfalls in revenue for the collection of supplemental taxes based on housing market conditions.
  - Increase of $1.0 million in Property Tax Administrative fees to reflect anticipated cost reimbursement from cities for the property tax collection program.
  - Increase of $1.1 million in Banking Services Pooled Money due to implementation of enhanced technology solutions to provide improved performance and streamlined Treasurer-Tax Collector operations, thus increasing service and value to the Pool participants. This increase includes $0.3 million in one-time funding which will partially offset costs associated with the WITS 2.0 information technology initiative described above.
- Miscellaneous Revenues — increase of $0.2 million due to anticipated revenue for reimbursement of administrative costs for the Deferred Compensation Program.
- Use of Fund Balance — increase of $0.5 million for implementation of one-time projects to enhance technology solutions to improve performance and streamline Treasurer-Tax Collector operations.
- General Purpose Revenue Allocation — decrease of $0.3 million, which reflects the management of limited County resources in the current economic environment. This decrease is proposed to be mitigated by increases in program revenues described above.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $1.1 million is the result of a decrease of $1.3 million in Services and Supplies due to the completion of one-time projects from prior fiscal year, partially offset by an increase of $0.2 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Treasury | | 23.00 | | | 23.00 | 23.00 |
| Deferred Compensation | | 3.00 | | | 3.00 | 3.00 |
| Tax Collection | | 83.00 | | | 83.00 | 83.00 |
| Administration - Treasurer / Tax Collector | | 12.00 | | | 12.00 | 12.00 |
| Total | | 121.00 | | | 121.00 | 121.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Treasury | $ 6,973,516 | $ 5,417,056 | $ 6,242,158 | $ 5,867,406 | $ 6,543,884 | $ 6,045,540 |
| Deferred Compensation | — | 306,405 | 115,394 | 119,230 | 311,299 | 318,181 |
| Tax Collection | 9,057,328 | 9,244,130 | 10,107,948 | 9,170,827 | 9,352,843 | 9,479,762 |
| Administration - Treasurer / Tax Collector | 3,109,980 | 2,156,567 | 2,215,212 | 2,512,057 | 2,940,426 | 2,187,711 |
| Total | $ 19,140,824 | $ 17,124,158 | $ 18,680,713 | $ 17,669,519 | $ 19,148,452 | $ 18,031,194 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 10,491,668 | $ 10,411,415 | $ 10,135,315 | $ 10,134,419 | $ 10,690,081 | $ 10,909,369 |
| Services & Supplies | 8,649,156 | 6,712,743 | 8,545,398 | 7,535,100 | 8,458,371 | 7,121,825 |
| Total | $ 19,140,824 | $ 17,124,158 | $ 18,680,713 | $ 17,669,519 | $ 19,148,452 | $ 18,031,194 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Other Than Current Secured | $ — | $ — | $ — | $ (421) | $ — | $ — |
| Fines, Forfeitures & Penalties | 1,010,718 | 1,002,450 | 1,002,450 | 981,192 | 1,035,450 | 1,035,450 |
| Charges For Current Services | 11,263,473 | 10,450,956 | 11,423,956 | 12,463,299 | 11,991,679 | 11,277,199 |
| Miscellaneous Revenues | 22,824 | 200,000 | 200,000 | 18,181 | 409,000 | 409,000 |
| Use of Fund Balance | 1,193,911 | — | 583,555 | (1,263,484) | 526,895 | — |
| General Purpose Revenue Allocation | 5,649,898 | 5,470,752 | 5,470,752 | 5,470,752 | 5,185,428 | 5,309,545 |
| Total | $ 19,140,824 | $ 17,124,158 | $ 18,680,713 | $ 17,669,519 | $ 19,148,452 | $ 18,031,194 |

# Chief Administrative Office

## Department Description

*The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals and objectives through the County's five business groups - which include Community Services, Finance and General Government, Land Use and Environment, Public Safety and the Health and Human Services Agency.*

*The Chief Administrative Office department is comprised of three units: the CAO Executive Office (the Chief Administrative Officer, Assistant Chief Administrative Officer and a small support staff), the Office of Internal Affairs and the Office of Strategy and Intergovernmental Affairs.*

## Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to residents' needs and priorities, effectively implementing the policy direction of the Board of Supervisors, efficiently managing the day-to-day operations and functions of County government and preparing the organization to meet the needs and address the issues that will emerge in the future.

## 2009-10 Accomplishments

Fiscal Year 2009-10 was a year of change for all government agencies including the County of San Diego. Property and sales tax revenues declined. State funding for mandated programs became increasingly uncertain. In response to these and other challenges, the Chief Administrative Office used the County's General Management System (GMS) disciplines to address these changes by focusing on two levels.

First, the CAO worked to maintain County programs and the organization's commitment to customer service, excellence and innovation by continuously monitoring and accurately forecasting revenues, costs and cash flow trends; proactively managing risk; aggressively managing workforce vacancies; and readjusting budgets and operational practices, as needed, to ensure that resources were deployed to support the delivery of essential services.

Second, the CAO worked to prepare the organization and its workforce for the future by thoroughly examining all parts of the organization to identify programs and services that are core County government functions and those that are not; by identifying programs that could be operated more efficiently through alternate means (reengineering, managed competition, outsourcing and divestiture); by continuing to promote use of new technologies to obtain efficiencies; and by helping County workers obtain the skills and qualities that will be needed to meet future business needs.

Major highlights of the CAO's Fiscal Year 2009-10 accomplishments, and how they relate to the County's 2009-2014 Required Disciplines and Strategic Initiatives, are listed below. Many of the accomplishments serve more than one purpose and each accomplishment listed as a County Required Discipline supports the organization's priorities for the public – that is to help kids, protect the environment and promote safe and livable communities. Together, they form a coordinated strategy that moves the County closer to achieving its Mission – "To efficiently provide public services that build strong and sustainable communities" – and its Vision – "A county that is safe, healthy and thriving."

### Required Discipline – Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's), AAA (Fitch Ratings) to ensure lower debt interest costs.
- Aggressively pursued opportunities to reduce costs associated with the County's existing debt portfolio through strategies such as refunding and/or restructuring debt and early repayment of high interest rate debt. Specific accomplishments include:

- The early payment of $100 million in outstanding Taxable Pension Obligation Bonds resulting in approximately $4.5 million savings annually or net present value savings of $59.3 million over the remaining life of the bonds.
- The successful refinancing of two existing long-term debt obligations, the Central Jail bonds and the Hall of Justice bonds, resulting in approximately $1.2 million of savings annually or net present value savings of $8.7 million over remaining life of the bonds.

- Continued to aggressively seek federal economic stimulus funds and launched an enterprisewide effort to closely monitor the use of these funds including the launch of the San Diego County Recovery Web site http://www.RecoverySDCounty.org.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continued to support County employees in their development as knowledge workers with the key competencies necessary to serve the County's business needs and customers of today and tomorrow.
- Engaged in active workforce transition planning efforts including a Web site and other support elements to assist employees facing potential job changes or termination and assisted departments with reorganization efforts related to workforce transition activity in order to increase efficiencies with fewer resources.

### Required Discipline – Accountability/Transparency

- Ensured the integrity of management control systems, consistent performance across the enterprise and a best use of resources by performing State mandated and operational/performance audits and implementing 100% (167) of audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services on or before their due date.
- Launched the Management Control Initiative (MCI) to ensure fiscal responsibility, accountability and operational integrity.

### Required Discipline – Information Technology

- Continued to leverage the County's investment in information technology (IT):
  - Made more County services accessible to the public.
  - Used information technology to streamline business processes and improve program efficiency and performance.
  - Increased use of mobile technology throughout the organization to increase staff productivity and cut fuel costs.
  - Increased use of social media tools throughout the organization to speed the delivery of information to County residents.
  - Accelerated efforts to achieve server consolidation and virtualization to reduce IT costs and increase efficient use of resources.
  - Moved forward in efforts to replace an obsolete property tax system with a state of the art Integrated Property Tax System.
  - Implemented a secure electronic approval system to allow County officials to electronically approve Board of Supervisors agenda items from any location, 24 hours a day/7 days a week, eliminating the need to physically route documents across the region for "wet ink" signatures. This initiative will reduce vehicle and fuel usage and increase staff productivity.

### Required Discipline – Essential Infrastructure

- Continued to work within the framework of the County's Capital Improvement Needs Assessment (CINA) process, and as responsible stewards of the public's buildings and infrastructure, to maintain County facilities and replace facilities that no longer efficiently meet the region's needs:
  - Completed construction and opened a new state-of-the-art Medical Examiner & Forensic Center on time and under budget, to serve the region's current and future forensic science, public safety and public health needs.
  - Broke ground for and successfully managed the first phase of the County's largest capital project to date - replacing the antiquated County Operations Center with an energy-efficient, space-efficient complex that will make it possible for the County to spend less taxpayer money on lease and building costs in the future.
  - Began construction of two new branch libraries in Fallbrook and Ramona that will significantly expand both the size of the libraries in those communities and the services available to the community.
  - Performed $22 million in major maintenance work on County facilities, ensuring that the public's investment in the facilities needed to provide public services is protected and that costly deterioration is avoided.

## Required Discipline – Continuous Improvement

- Improved and streamlined business processes in the County's Health and Human Services Agency, making it possible for staff to handle increasing social service caseloads without increasing staff. Among the improvements made:
  - Fully implemented multi-year "social services safety net" project to streamline the business processes of three federal and State mandated public assistance programs that provide access to health care, nutrition and temporary financial assistance (Medi-Cal, Food Stamps and CalWORKs). This major continuous improvement project will improve customer service, maintain program integrity and increase efficiency of services provided to more than 337,000 people by over 1,000 staff throughout the Agency.
    - Converted over 200,000 paper cases to electronic files to support transition to virtual (paperless) caseload to gain efficiency and enhance customer service.
    - Redesigned the staffing model and implemented trainings to support transition to a team-oriented, task-based service approach in Agency Family Resource Centers to accommodate higher volume of applications and participation in self-sufficiency programs.
    - Introduced same-day application processing to improve timely delivery of services to customers in Agency Family Resource Centers.
  - Implemented year one of the three-year Nutritional Security Plan to help with the 31.6% increase in applications during the current economic downturn by identifying ways to simplify the Supplemental Nutrition Assistance Program (SNAP, also known as Food Stamps) eligibility process while maintaining program integrity. Accomplishments in year one include:
    - Provided online application assistance to local community-based organizations to complete the Food Stamp/SNAP application process in partnership with Alliance Healthcare Foundation.
    - Developed THRIVE San Diego (a collaboration of the Agency, Internal Revenue Service, United Way, San Diego State University, California State University San Marcos, 211 San Diego and the Consumer Center for Education and Advocacy, and other community-based organizations) to engage college students to help low-income residents file their taxes, apply for Earned Income Tax Credit, as well as provide screening and referral for SNAP eligibility.

## Required Discipline – Customer Satisfaction

- Expanded the use of self-service kiosks in County facilities to give customers easier access to child support services.
- Used social media tools to deliver real-time information on road conditions, flooding and other storm-related news directly to County residents, in response to public requests for immediate information on road conditions during storms.

## Required Discipline – Regional Leadership

- Led efforts throughout the region to anticipate and proactively manage the threat to public health posed by the Pandemic 2009 H1N1 Influenza:
  - Coordinated distribution of 1,276,030 doses of vaccine (as of June 30, 2010) with local hospitals, health care providers, schools, institutions and community organizations.
    - Expanded hours at seven County immunization clinics to administer 96,338 doses of the vaccine.
    - Conducted school-based vaccinations, administering 64,254 doses.
    - Operated 10 mass vaccination clinics, at which 11,516 doses were administered.
  - Used technology for real-time management of field operations, vaccine distribution chain and statistical reporting as well as to communicate directly with the public on breaking news and to provide prevention information.
- Successfully conducted the June 2010 countywide Gubernatorial election for all jurisdictions with candidates or measures on the ballot.
- Led regional efforts providing the County and interested local cities the opportunity to join the CaliforniaFIRST program, a statewide pilot program that will soon offer property owners financing for adding certain energy efficiency and solar energy improvements to their homes or business with the payback for the loans attached to the property bill.
- Provided logistical, administrative and outreach support to the 2010 U.S. Census staff.

## Strategic Initiative – Kids: Improve Opportunities for Children and Families

- The County improved health and health care for families, which helps children and the adults that care for them through the following accomplishments:

- Developed a draft comprehensive health strategy agenda built on four major themes – changing the culture within, supporting healthy choices, pursuing policy changes for a healthy environment, and building a better system. Together these themes help achieve a San Diego County where children, adults, and older adults thrive in communities that support health and well-being.
- Obtained a $16 million Centers for Disease Control and Prevention (CDC) American Recovery and Reinvestment Act (ARRA) prevention grant to launch a new initiative, Community Putting Prevention to Work (CPPW), to address the growing concerns of chronic diseases that are related to personal behavior such as physical inactivity, poor nutrition and smoking. The initiative will enhance activities in the Strategy Agenda for Health.
- Strengthened the health care safety net by engaging community partners and reviewing current systems for operational efficiencies, including a preliminary cost effectiveness study of the Health Care Coverage Initiative on quality of care and reduction of inpatient/emergency department costs and utilization.
- Pursued enhanced funding for the safety net through Intergovernmental Transfers to increase federal funding for safety net healthcare services within San Diego County.
- Implemented the Mental Health Services Act's (MHSA) Prevention and Early Intervention (PEI) program for previously underserved and unserved populations, including services for children 0-5 years of age in a new multidisciplinary program.

- Fully implemented *School Success*, a program designed to help foster children tackle the difficulties they face at home and school. Partnered with the County Office of Education to provide services to over 1,800 children to promote their school success.
- Helped families learn about and obtain child support services through proactive media relations and community outreach.
- Ensured that youth who left custodial settings were prepared for success in the community through successful participation in rehabilitative opportunities.

### Strategic Initiative – The Environment: Manage the Region's Natural Resources to Protect Quality of Life and Support Economic Development

- Promoted sustainability of the region's natural resources:
  - Continued to lead in the area of sustainability by retrofitting eight County park facilities with lighting designed to cut energy use by up to 35%, and by improving existing irrigation systems, designed to cut water use by 5%, at 14 parks.
  - Maintained at least 50% solid waste diversion from landfills, working with 33 private developments with permits or permits pending that have 40,000 square feet or more of building space, to recycle construction and demolition materials. Recycled 106,689 gallons of used oil and 22,387 used oil filters.
  - Promoted water conservation in the agricultural industry through five workshops and a Web-based outreach program to 462 participants.
  - Conducted outreach sessions for businesses that handle hazardous waste and universal waste or underground storage tanks. Effectiveness was measured at each session by conducting a pre- and post-test to monitor the improvement in attendees' knowledge of the hazardous waste management laws and regulations applicable to their businesses. Success was attained based on 70% of the audience improving their scores on the post-test.
  - Reduced electricity consumption in County facilities by 3% per square foot.
  - Reduced emissions by County vehicles and fuel consumption by County employees by 6%.

### Strategic Initiative – Safe and Livable Communities: Promote Safe and Livable Communities

- Ensured that the highest risk adults under intensive supervision are held accountable for their actions and are provided with rehabilitative opportunities in order to reduce further offenses.
- Increased the recovery rate of stolen vehicles by coordinating the successful implementation and utilization of various license plate reader technologies.
- Improved the crime solving/closure rate by 4.1% by implementing a "Tracking Known Offenders" process that used information from the Sheriff's Records Management System, Jail Information Management System, Probation Department and State Parole to more effectively solve crimes by correlating the whereabouts of known offenders to crimes and crime locations.

- Expanded the Preventing Rape by Intoxication campaign in partnership with the community, sexual assault survivors, Children's Hospital, law enforcement and local middle schools, high schools and universities.
- Protected residents from wildfire and other natural disasters:
  - Developed a Local Assistance Center Plan to address site selection, oversight and site management at Local Assistance Centers (LACs). LACs are one-stop shops for residents to receive services following a disaster. The plan templates will be developed and provided to the jurisdictions by June 2011.
  - Initiated a door-to-door Wildfire Awareness Campaign to approximately 300,000 households that focused on the communities in wildland urban interface areas. An additional 100,000 pamphlets will be delivered to households by November 2010.
  - Mitigated fire fuel hazards and maintained fire safe zones in 24 park facilities through continued implementation of vegetation management practices in Forest Area Safety Taskforce (FAST) areas.
  - Continued to collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and much needed resources to rural communities - new fire engines and water tenders and protective suits for the County's volunteer firefighters.
  - Remained on schedule to reduce the risk of structure loss during wildfires and increase wildland fire protection for the residents in the unincorporated areas of the county by presenting proposed amendments to the County Subdivision Ordinance that address issues with wildfire and subdivision design to the Board of Supervisors by fall 2010.
- Enhanced safety for motorists and pedestrians by awarding 21 (non school-related) Capital Improvement Projects in County communities that enhance safety and improve traffic flow.
- Provided over 89,000 hours of operation at libraries, even as funding decreased.

## 2010-12 Objectives

During Fiscal Years 2010-12, the Chief Administrative Office will continue to use the County's General Management System (GMS) to maintain core County services within available revenues, as well as to review and revise the County's organizational structure to institute additional efficiencies, new technologies and new work methods that will enable County workers to quickly identify and adapt to changing public needs.

Major highlights of the CAO's Fiscal Year 2010-12 objectives, and how they relate to the County's 2010-2015 Required Disciplines and Strategic Initiatives, are listed below. Additional objectives and detailed information is provided in individual department and group Operational Plan narratives. Together, they form a coordinated strategy that moves the County closer to achieving its Mission – "To efficiently provide public services that build strong and sustainable communities" – and its Vision – "A County that is safe, healthy and thriving."

### Strategic Initiative – Kids: Improve Opportunities for Children and Families

- The County will continue to improve health and health care, helping children and the adults that care for them by launching the County's Strategy Agenda for Health to improve services through four overarching strategies - changing the culture within, supporting healthy choices, pursuing policy changes for a healthy environment, and building a better system.
- Maximize compliance with child support orders by promoting, enabling and ensuring payment for families. Inform and educate the community about child support services through proactive media relations and community outreach.
- Provide rehabilitative services to youth in custody to prepare them for success in the community.
- Improve safety for children and their families in school areas:
  - Complete construction or award construction contracts for at least five Capital Improvement Projects that improve traffic flow around schools and provided safe routes to schools.
  - Repaint and re-mark crosswalks and roadway legends adjacent to all 116 public school locations throughout the unincorporated areas of the county, keeping children safe from traffic around their schools and providing safe routes to school.
- Implement a pilot Tenant-based Rental Assistance Program for homeless veterans and their families.

### Strategic Initiative – Safe and Livable Communities: Promote Safe and Livable Communities

- Address core law enforcement and public safety needs as well as community-based initiatives to improve public safety:

- Work collaboratively with criminal justice partners to expand the Local Reentry Program aimed at providing individualized rehabilitative programming to those in local custody. Collaborate with the Superior Court, California Department of Corrections and Rehabilitation to develop a Reentry Court to provide supervision and rehabilitation to recidivist felony offenders. Collaborate to develop and implement a reentry program for female offenders reentering the community after incarceration in Las Colinas Detention Facility.
- Participate in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps, and sobriety checkpoints.

- Continue to enhance emergency preparedness for the region and protect residents from wildfire and other natural disasters:
  - Mitigate fire fuel hazards and maintain fire safe zones in 24 park facilities through continued implementation of vegetation management practices.
  - Improve regional leadership of the administrative functions and land use planning services related to fire and emergency medical services, while maintaining local operational control for fire and emergency medical response.
  - Continue to collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and much needed resources to rural communities, such as response apparatus and centralized dispatch.
  - Implement Phase II of the County's Fire and Life Safety Reorganization Report, which includes the merging of the four County Service Areas into the County Fire Authority – CSA 135 by June 2011.
- Maintain the planned schedule of library operations with 88,400 hours open.
- Achieve the goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owner or through adoption.

### Strategic Initiative – The Environment: Manage the Region's Natural Resources to Protect Quality of Life and Support Economic Development

- Protect and conserve the region's natural resources:
  - Inspect 100% of an estimated 7,400 priority emission sources to ensure compliance with air pollution control standards. Priority emission sources include all APCD permitted operations such as gas stations, auto body shops, dry cleaners and power plants.
  - Install two photovoltaic systems at existing facilities to reduce County reliance on fossil fuels and reduce annual operating costs, thereby delivering a positive return on investment.
  - Upgrade two park facilities with artificial turf to conserve water resources, reduce overall maintenance and provide state of the art playing fields for year-round sports programs.
- Protect local watersheds:
  - Conduct 150 presentations on watersheds and water quality to high school students at 90% of unincorporated County public high schools – as a long-term strategy for achieving positive behavioral changes.
  - Conduct 350 site investigations. These investigations provide crucial data for understanding the condition of receiving waters in all eight watersheds and how they are impacted by discharges from unincorporated communities.
- Preserve and enhance the quality of life for county residents by implementing habitat conservation programs such as the Multiple Species Conservation Program (MSCP) and the Special Area Management Plan (SAMP), which streamline the development process and help create viable permanent open space preserves.
- Implement the CaliforniaFIRST program, a statewide pilot program that will offer property owners financing for making certain energy efficiency and solar energy improvements to their homes or business with pay back for the loans attached to the property tax bill.

### Required Discipline – Fiscal Stability

- Continue efforts to anticipate changing market and economic conditions and analyze their impact on County finances and operations in order to ensure short- and long-term fiscal stability and facilitate the delivery of essential services to the public.
- Aggressively pursue opportunities to reduce costs throughout the organization by reviewing opportunities for service consolidation, reengineering, or the provision of services through alternate delivery methods.
- Aggressively pursue opportunities to reduce costs associated with the County's existing debt portfolio through strategies such as refunding and/or restructuring debt and early repayment of high interest rate debt.

- Effectively manage the Treasurer's Investment Pool for the County and other local public entities to maximize cash resources without sacrificing the safety of principle or liquidity.
- Complete implementation of economic reality plans and implement viable, cost effective options identified in IHSS Reform activities.
- Negotiate fiscally-prudent successor agreements with 25 bargaining units and eight employee organizations by June 2011.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continue to support County employees in their development as knowledge workers with the key competencies necessary to serve the County's business needs and customers of today and tomorrow.
- Engage in active workforce transition planning efforts including a Web site and other support elements to assist employees facing potential job changes or termination and assist departments with reorganization efforts related to workforce transition activity in order to increase efficiencies with fewer resources.
- Establish a six-month Veteran's Work Experience Program that gives local veterans work experience and an opportunity to learn new skills, improving their chances for success in the workforce.

### Required Discipline – Information Technology

- Continue implementation of technologies that improve operational efficiency or communication or that empower residents.
  - Use technology to improve communication between the County Office of Emergency Services and local business members of the San Diego County Business Alliance.
  - Install mobile networking capability in Animal Services patrol cars with wireless laptops for reporting capability and operational efficiency.
  - Complete the self-checkout and Radio Frequency Identification technology projects in 13 additional library branches.
  - Migrate additional County documents to electronic rather than paper-based form, including Community Development files, procurement information and bid packages.
  - Increase video-teleconferencing to conduct video interviews with adult inmates and juvenile detainees to reduce travel.
  - Continue working to replace obsolete property tax systems with an efficient, state-of-the-art Integrated Property Tax System.
- Expand the use of social media tools to engage and inform residents about services and events.
- Increase the number of public services and forms provided on department Web sites to improve customer service and reduce printing and mail costs.

### Required Discipline – Essential Infrastructure

- Continue to work within the framework of the County's Capital Improvement Needs Assessment (CINA) process, and as responsible stewards of the public's buildings and infrastructure, to maintain County facilities and replace facilities that no longer efficiently meet the region's needs:
  - Successfully complete the County Operations Center (COC) and Annex Redevelopment – Phase 1A, a $188.5 million project that provides two space and energy-efficient office buildings, an energy-efficient central plant and one parking structure.
  - Begin construction on Phase 1B of the County Operations Center (COC) and Annex Redevelopment, to further consolidate and modernize County operations and provide cost effective, energy-efficient facilities that meet the public's current and future needs.
  - Complete construction of new branch libraries in Fallbrook, Ramona and Lincoln Acres and the expansion of the Cardiff Library, providing more services and better facilities to residents of those communities.
  - Complete design and begin construction of 24 residential and administrative buildings and related infrastructure improvements at the San Pasqual Academy (SPA) to replace SPA buildings destroyed by the 2007 Witch Creek Fire.
  - Continue to work toward replacement of the region's women's detention facility in Santee.
  - Continue to perform maintenance work on County facilities to ensure that the public's facilities are safe and efficient spaces for customers and employees to conduct the public's business and to ensure that future generations are not saddled with more costly repair or replacement expenses.

### Required Discipline – Customer Satisfaction

- Ensure that the public "gets what they pay for" by conducting annual inspections on major retail devices, including registered computing scales, water

dispensers and counter scales, and by conducting outreach to local merchants and retailers about price accuracy compliance.

- Implement the "Marketplace" model for library branches, which includes retail management techniques of physical layout and display.
- Implement collaborative negotiation with parents in partnership with the Administrative Office of the Courts to measure whether establishment or modification of child support orders done more expeditiously result in the receipt of full child support payments and parent satisfaction with the outcome.

### Required Discipline – Accountability/Transparency

- Complete implementation of management control initiatives in all five business groups to ensure fiscal responsibility, accountability and operational integrity.
- Provide audit services, including State mandated and operational/performance audits that ensure the integrity of management control systems, consistent performance across the enterprise and a best use of resources.
- Create, maintain and provide official County records in compliance with all laws and continue to increase the number of public records available online.

### Required Discipline – Continuous Improvement

- Implement a Government Without Walls program, maximizing use of mobile technology by headquartering County inspector staff within their assigned work areas. By deploying the workforce in nontraditional ways, the County will:
- Reduce monthly vehicle mileage to save on fuel and vehicle maintenance costs.
- Increase the number of inspections performed since less time will be spent in the office and commuting to and from work areas.
- Reduce the need for office space, phone lines and desktop computers.
- Maximize postage discounts by bar coding at least 95% of all standard business letters.

### Required Discipline – Regional Leadership

- Lead and coordinate Countywide disaster exercises to assess and improve the region's ability to respond to a disaster.
- Successfully conduct the November 2010 Gubernatorial General Election, the February 2012 Presidential Primary and the June 2012 Statewide Direct Primary Election for all participating jurisdictions, offices and propositions.
- Prepare to support Board of Supervisors' review of County Supervisorial district boundaries and populations, once the results of the 2010 census is released by the U. S. Census Bureau.

## Related Links

For additional information about the Chief Administrative Office, refer to the Web site at http://www.sdcounty.ca.gov/cao/.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 1.00 staff year as a result of anticipated reductions in available funding. This reduction will require the reassignment of certain functions within the organization and will reduce the CAO's capacity to respond to workload increases or special projects.

### Expenditures

Net decrease of $0.2 million.

- Salaries and Benefits — decrease of $0.1 million primarily due to the staff year reduction noted above, partially offset by an increase for negotiated wage and benefit increases.
- Services and Supplies — decrease of $0.1 million as a result of reduced costs related to the County's advocacy contract.

### Revenues

Net decrease of $0.2 million.

- Charges for Current Services — increase of $0.04 million as a result of an increase in external department overhead payments (A-87).
- General Purpose Revenue Allocation — decrease of $0.28 million, which reflects the management of limited County resources in the current economic environment.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

No significant changes.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Executive Office | | 7.00 | | | 6.00 | 6.00 |
| Office of Intergovernmental Affairs | | 4.50 | | | 4.50 | 4.50 |
| Internal Affairs | | 4.00 | | | 4.00 | 4.00 |
| Total | | 15.50 | | | 14.50 | 14.50 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Executive Office | $ 1,760,022 | $ 1,764,820 | $ 2,053,373 | $ 1,891,025 | $ 1,645,523 | $ 1,647,737 |
| Office of Intergovernmental Affairs | 1,470,453 | 1,499,123 | 1,515,677 | 1,331,427 | 1,380,931 | 1,391,277 |
| County Memberships and Audit | 739,529 | 757,196 | 766,843 | 741,263 | 762,261 | 770,638 |
| Internal Affairs | 583,750 | 593,070 | 593,420 | 639,279 | 590,730 | 599,606 |
| Total | $ 4,553,754 | $ 4,614,209 | $ 4,929,312 | $ 4,602,994 | $ 4,379,445 | $ 4,409,258 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 2,582,892 | $ 2,504,844 | $ 2,555,394 | $ 2,555,388 | $ 2,414,430 | $ 2,435,866 |
| Services & Supplies | 1,970,863 | 2,109,365 | 2,373,918 | 2,047,606 | 1,965,015 | 1,973,392 |
| Total | $ 4,553,754 | $ 4,614,209 | $ 4,929,312 | $ 4,602,994 | $ 4,379,445 | $ 4,409,258 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Charges For Current Services | $ 134,644 | $ 30,753 | $ 30,753 | $ 31,074 | $ 72,170 | $ 72,170 |
| Miscellaneous Revenues | 92 | — | — | (3) | — | — |
| Use of Fund Balance | (211,411) | — | 315,103 | (11,533) | — | — |
| General Purpose Revenue Allocation | 4,630,429 | 4,583,456 | 4,583,456 | 4,583,456 | 4,307,275 | 4,337,088 |
| Total | $ 4,553,754 | $ 4,614,209 | $ 4,929,312 | $ 4,602,994 | $ 4,379,445 | $ 4,409,258 |

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COUNTY OF
SAN DIEGO
MDCCCLI

# Auditor and Controller

## Department Description

*Governed by the overriding principles of fiscal integrity, customer service and continuous improvement, the Auditor and Controller has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department maintains accounts for the financial transactions of all departments and of those agencies or special districts whose funds are kept in the County Treasury and provides reports necessary to manage the County operations. The department furnishes customer focused financial decision making support to the Board of Supervisors and the Chief Administrative Officer, and advances the goals and visions of the Board utilizing the General Management System and County's Strategic Plan. Additionally, the department performs independent, objective and cost effective audit services. Finally, the department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County. The department is the leading financial management resource of the County and its long-term objective is to continue to broaden its role of controller into a provider of value-added financial services.*

## Mission Statement

To provide superior financial services for the County of San Diego that ensure financial integrity, promote accountability in government and maintain the public trust.

## 2009-10 Accomplishments

### Required Discipline – Information Technology

- Upgrades to the Kronos timekeeping system have begun and are scheduled for completion in the first quarter of Fiscal Year 2010-11. Upgrades are based upon the improvements identified through business process reengineering. The Kronos upgrades will provide for more efficient timekeeping and place the County on a fully supported version of the application.
- Completed the competitive vendor selection process required to upgrade Oracle, the County's key financial application. The upgrade of these applications, which support the County's overall financial management, will implement improvements that were identified through business process reengineering efforts, providing for the most efficient use of these applications.

- Completed a solution for external entities (school districts) to access the Oracle Financials system, which provides improved reporting and management capabilities of their funds. Allowing the external entities to have direct access to Oracle Financials has reduced the need for County employees to perform data entry for these entities. Participating school districts include the County Office of Education and the San Diego Community College District.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, a request for proposals was issued for the Integrated Property Tax System, which will significantly improve property assessment, tax collection and apportionment activities in the County.

### Required Discipline – Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Identified current and future revenue, as well as cost and cash flow trends, in a timely manner to facilitate the allocation of limited resources to San Diego County groups and departments.
- Actual General Purpose Revenue received was 3.4% higher than the budgeted General Purpose Revenue, which exceeded the target that the variance be no greater than 2.5% of the actual revenue received. Maintaining accurate projections improves the County's ability to allocate limited resources.

### Required Discipline – Accountability/Transparency

- Submitted 100% (1,890) of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for

County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.

- Completed the County's Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2009. The CAFR report presents the financial results of the fiscal year, upholding transparency and accountability in the use of public funds.
- Processed 100% of County payments (169,053) within five business days after receipt of invoice by Accounts Payable. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Provided audit services, including State mandated and operations/performance audits, to ensure the integrity of management control systems, to improve uniformity and consistent performance across the enterprise, and to ensure the best use of County resources. Implemented 100% (167) of audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) on or before their due date.
- Projected General Fund cash flows used in determining cash borrowing needs each year as part of the Tax and Revenue Anticipation Notes (TRANs) borrowing program were within 1% of arbitrage limits. Meeting the arbitrage limit within the specified time ensures the County avoids penalties associated with excessive TRANs borrowing.

### Required Discipline – Regional Leadership

- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the Fiscal Years 2009-11 Operational Plan.
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the County's CAFR for the fiscal year ending June 30, 2009.

## 2010-12 Objectives

### Required Discipline – Accountability/Transparency

- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Process 100% of County payments within five business days after receipt of invoice by Accounts Payable to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Provide high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, improve performance across the enterprise, and ensure the most efficient use of resources.
- Meet the arbitrage limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs). Meeting the arbitrage limit within the specified time ensures the County avoids penalties associated with excessive TRANs borrowing.

### Required Discipline – Regional Leadership

- Earn the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2009.
- Continue to apply for recognitions through GFOA – Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Distinguished Budget Award.

### Required Discipline – Information Technology

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continue the implementation of the Integrated Property Tax System which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Continue to upgrade the Oracle financial and Kronos timekeeping systems, based upon the improvements identified through business process reengineering efforts, to improve efficiency in the use of these applications.

### Required Discipline – Fiscal Stability

- Maintain the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Accurately identify current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to San Diego County groups and departments.

## Related Links

For additional information about the Auditor and Controller, refer to the Web site at http://www.sdcounty.ca.gov/auditor/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Planning – Project General Purpose Revenue[1] accurately – Variance in actual General Purpose Revenue compared to budget | 0.6% | 2.5% | 3.4%[2] | 2.5% | 2.5% |
| Planning – Project General Fund cash flows within 2% of arbitrage[3] limits[4] | 1% | 1% | 1% | N/A | N/A |
| Planning – Meet the arbitrage[3] limit as established by bond counsel within 4 months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs)[5, 6] | N/A | N/A | NA | YES | YES |
| Processing – County payments processed within 5 days of receipt of invoice in Accounts Payable | 100% of 194,454 | 95% | 100% of 169,053 | 100% | 100% |
| Reporting – Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date | 100% of 1,789 | 100% of 1,789 | 100% of 1,890 | 100% | 100% |
| Auditing – Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that were implemented on or before their due date[7] | 99% (172) | 92% | 100% (167) | 94% | 94% |

*Table Notes*

[1] General Purpose Revenue (GPR) represented approximately 25.1% of the General Fund financing sources in Fiscal Year 2009-10. This revenue comes from property taxes, property tax in lieu of vehicle license fees, sales taxes (and property tax in lieu of sales tax), real property transfer tax and miscellaneous other sources. GPR is an integral component of the County's overall budget as the County has the most discretion in its use. Therefore it is essential to maintain accurate forecasts of this revenue.

[2]Actual General Purpose Revenue for Fiscal Year 2009-10 exceeded budget by 3.43%. The positive variance in General Purpose Revenue is primarily attributable to a higher than assumed County share of property tax revenue, lower delinquency rates that resulted in higher revenues in both the current secured property tax and Teeter Tax Reserve Excess accounts, and to Real Property Transfer Tax revenue being better than budget due to an unexpected reversal in the downward trend of transaction activity that the County had been experiencing.

[3]Arbitrage is a type of tactical investment meant to capture slight differences in price for the County's benefit. When there is a difference in the price of securities in two different markets, the arbitrageur simultaneously buys at the lower price and sells at the higher price.

[4] Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan.

[5] This measure relates to the accuracy of cash flow projections used in determining cash borrowing needs each year as part of the TRANs borrowing program. Meeting the arbitrage limit within the specified time ensures the County avoids penalties associated with excessive TRANs borrowing.

[6] New measure effective Fiscal Year 2010-11.

[7] Audit recommendations seek to improve and strengthen County operations in areas such as internal control, effectiveness and efficiency of operations, and compliance with federal, State and local laws based on audit findings identified by audit fieldwork activities. The implementation percentage quantifies the impact and quality of OAAS audit recommendations toward improving County operations in accordance with the objectives of the General Management System. While all audit recommendations are viewed as important, the OAAS uses a ranking system to establish implementation deadlines. Audit recommendations are ranked according to the probability of occurrence and dollar amount of exposure to the County, and results reported.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 3.50 staff years as a result of reductions in available funding. The reduced staffing will result in reduced and delayed collection revenue for client departments, staff reassignments, cross-training, and altered work functions to meet existing and future needs during normal and peak workload demands.

### Expenditures

Decrease of $0.2 million.

- Salaries and Benefits — increase of $0.4 million as a result of negotiated wage and benefit increases and staffing changes described above.
- Services and Supplies — decrease of $0.6 million as a result of the reduction in available funding. The reductions in resources are primarily in the information technology application services and catalog accounts. These reductions will diminish the department's ability to make non-discretionary changes and updates to existing financial applications; additionally, reductions will eliminate maintenance of a WebFocus position control application that will be phased out in future years.

### Revenues

Decrease of $0.2 million.

- Charges for Current Services — increase of $0.4 million primarily related to increased revenue from external department overhead payments (A-87 Cost Reimbursements) for the Superior Court to align budget with anticipated actuals, and an increase in Accounting Service Fees for Property Tax administration cost recovery from local cities.
- General Purpose Revenue Allocation — decrease of $0.6 million, which reflects the management of limited County resources in the current economic environment.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Increase of $0.5 million is primarily the result of an increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Audits | | 15.00 | | | 15.00 | 15.00 |
| Office of Financial Planning | | 13.00 | | | 13.00 | 13.00 |
| Controller Division | | 95.00 | | | 96.00 | 96.00 |
| Revenue and Recovery | | 96.00 | | | 92.00 | 92.00 |
| Administration | | 19.00 | | | 18.50 | 18.50 |
| Information Technology Mgmt Services | | 11.00 | | | 11.00 | 11.00 |
| Total | | 249.00 | | | 245.50 | 245.50 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Audits | $ 2,339,673 | $ 2,511,259 | $ 2,571,247 | $ 2,165,057 | $ 2,497,900 | $ 2,543,010 |
| Office of Financial Planning | 2,257,206 | 2,264,738 | 2,264,821 | 2,318,234 | 2,237,929 | 2,269,635 |
| Controller Division | 11,856,470 | 10,823,622 | 11,292,636 | 10,315,132 | 11,100,539 | 11,283,756 |
| Revenue and Recovery | 9,407,091 | 9,581,390 | 9,706,744 | 8,783,603 | 9,501,846 | 9,692,801 |
| Administration | 2,535,515 | 2,740,069 | 2,779,752 | 2,338,989 | 2,727,615 | 2,767,317 |
| Information Technology Mgmt Services | 7,520,006 | 6,142,191 | 7,016,886 | 5,642,419 | 5,773,956 | 5,802,561 |
| Total | $ 35,915,961 | $ 34,063,269 | $ 35,632,084 | $ 31,563,434 | $ 33,839,785 | $ 34,359,080 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 23,859,626 | $ 22,941,455 | $ 22,941,455 | $ 21,875,229 | $ 23,319,443 | $ 23,828,530 |
| Services & Supplies | 12,055,941 | 11,121,814 | 12,689,629 | 9,687,494 | 10,520,342 | 10,530,550 |
| Other Charges | 394 | — | 1,000 | 712 | — | — |
| Total | $ 35,915,961 | $ 34,063,269 | $ 35,632,084 | $ 31,563,434 | $ 33,839,785 | $ 34,359,080 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Intergovernmental Revenue | $ 42,497 | $ 33,699 | $ 33,699 | $ 62,885 | $ 33,278 | $ 33,278 |
| Charges For Current Services | 6,875,172 | 6,277,199 | 6,277,199 | 6,923,637 | 6,638,145 | 6,638,145 |
| Miscellaneous Revenues | 233,457 | 437,688 | 437,688 | 223,206 | 454,867 | 454,867 |
| Use of Fund Balance | (926,726) | — | 1,568,815 | (2,960,977) | — | — |
| General Purpose Revenue Allocation | 29,691,561 | 27,314,683 | 27,314,683 | 27,314,683 | 26,713,495 | 27,232,790 |
| Total | $ 35,915,961 | $ 34,063,269 | $ 35,632,084 | $ 31,563,434 | $ 33,839,785 | $ 34,359,080 |

# County Technology Office

## Department Description

*The County Technology Office (CTO) provides a full range of information technology (IT) services for County employees and San Diego County residents. The purpose of the CTO is to lead, guide and direct the optimal business management of IT for County business groups and departments.*

## Mission Statement

We will guide the enterprise toward solutions that meet the diverse needs of our County customers through continuous improvement, thought leadership and operational excellence.

## 2009-10 Accomplishments

### Required Discipline – Information Technology

- Originated an IT Security and Risk Management Program that complies with industry standards and positions the County to maintain compliance with current and future federal financial audit requirements.
- Initiated Phase 2 of the Application Server Consolidation and Virtualization project that will reduce the total physical server inventory and environmental footprint; reduce down time associated with hardware outages; and improve the overall application development process by reducing and improving lifecycle management, thereby reducing the overall data center costs.
- Began the re-architect of the County's storage environment to reduce costs, eliminate excess capacity and eliminate unnecessary information by constructing a multi-tiered environment to move information into lower cost storage.
- Completed the systematic upgrade of all County desktop computers to the operating system standard of Windows XP and the remediation of applications to ensure compatibility.
- Provided high quality services such as Internet, intranet, e-mail, telephone and application development to support County departments by using joint governance meetings covering each of the applicable frameworks.

- Continued weekly application and infrastructure project reviews focused on issue resolution and escalation in order to ensure the highest possible quality of services that meet industry standards and agreed upon objectives.

### Required Discipline – Customer Satisfaction

- Conducted an annual all-County survey in support of IT services and IT customer satisfaction. Utilized weekly CTO Newsletter and "IT Threading Meetings" to provide consistent communication and feedback forums, and to provide for continuous improvements. Redesigned and implemented the Help Desk Ticket Customer Satisfaction Survey in response to user feedback to improve use and increase the survey audience.
- Using the Customer Service and Support Subgroup, identified key focus areas for education of County IT users to increase understanding and expectations relative to IT service and support.

### Required Discipline – Fiscal Stability

- Reorganized the Chargeback dispute process to better utilize resources for dispute review and resolution, and restructured guidelines for identifying chargeable services to ensure the accurate, timely and efficient billing for IT services, thus providing maximum value for the County and taxpayers.
- Maintained IT costs for services at rates established in the IT Outsourcing Agreement. New services were benchmarked and analyzed for best value to the County to provide a fair and reasonable price.

### Required Discipline – Continuous Improvement

- Completed the alignment of the IT Strategic Plan with the County General Management System's planning cycle and calendar. The CTO published a draft of the IT Strategic Plan in October 2009 in advance of County budget development, contributing critical information regarding the nature and cost of required enterprise IT initiatives.
- Reduced the overall unresolved IT disputes for Fiscal Year 2009-10 by 12% using Fiscal Year 2008-09 as the baseline.
- Provided technical solutions that improve processes related to applications, infrastructure upgrade services, data center management, capacity/performance management and security in order to improve the County's ability to provide higher level of services at less cost.
- Customer Satisfaction Surveys, Formal Project Reviews and Root Cause Analysis contributed valuable information and offered additional feedback to the County's IT Outsourcing provider to improve service the delivery of IT to the County.

### Required Discipline – Regional Leadership

- The Chief Information Officer made available his expertise to other government entities at national conferences (Governing Managing Technology, NACO Financial Services and Gartner Symposiums) when he spoke on IT-related topics including, but not limited to, providing IT management in an outsourced environment.

## 2010-12 Objectives

### Required Discipline – Information Technology

- Provide consistently high quality services such as e-mail, phones, Internet, intranet and application development to support County departments. Certain services will be benchmarked against industry standards through continuous monitoring of services for compliance with the IT Outsourcing Agreement requirements.
- Provide application and infrastructure projects review and oversight to ensure service impacts are minimized. Continue the delivery of services according to industry standards and agreed to objectives.
- Initiate the systematic upgrade of the County's desktop computers to the Microsoft Windows 7 operating system and the remediation of applications, as needed, to ensure compatibility.
- Develop and manage a progressive migration from Oracle Portal to a Microsoft SharePoint Internet Web Platform to provide a new and improved collaborative Web site.
- Complete the virtualization and consolidation project for County servers to reduce the number of physical servers.
- Assess applications running on Oracle database and determine feasibility of migrating these to SQL database to eliminate obsolete Oracle technology and lower cost licensing and support.
- Continue to provide modern, secure and supported versions of core software and applications on County computers.
- Continue the incorporation of Internet Explorer 8 into the County IT environment to provide state of the art capabilities not available with the current version of Internet Explorer 6.

### Required Discipline – Customer Satisfaction

- Continue use of the All-County Survey to monitor customer feedback and provide for continuous improvement for all County departments.
- Develop new programs for outreach, as needed, based on feedback provided by users. Continue the distribution of the CTO Weekly Operational Newsletter and the CTO Monthly Update, to provide communication that directly impacts day-to-day operations and provides updates on major IT initiatives.
- Provide customer support and assistance in relation to updates to County information technology infrastructure such as Windows 7 and Office 2007 to ensure employees receive the full benefit of the software.

### Required Discipline – Fiscal Stability

- Ensure accuracy of IT billing for services at rates established in the IT Outsourcing Agreement.

### Required Discipline – Continuous Improvement

- Reduce the overall unresolved IT disputes by 15% each fiscal year using the previous fiscal year as the baseline.
- Utilize lessons learned, customer satisfaction surveys and project review meetings to work with the County's IT Outsourcing Provider on continually improving project performance.
- Initiate an IT security life cycle management structure that adapts to new IT threats and continuously reduces the County's exposure to overall IT risk.

- Further improve IT advanced planning processes by establishing schedules for enterprise software upgrades and other enterprise initiatives. This will better enable County departments to plan portfolio application upgrades accordingly.
- Provide oversight and leadership for the Integrated Property Tax System (IPTS) initiative, which will replace more than 40 aging applications used by the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, and Auditor and Controller to determine, collect and apportion property taxes.

### Required Discipline – Regional Leadership

- Share the County's IT and IT Outsourcing experience and expertise by participating in national and statewide IT conferences and symposiums. Publish articles, case studies and general information concerning County information technology.

## Related Links

For additional information about the CTO, refer to the Web site at http://www.sdcounty.ca.gov/cto/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Projects implemented on time and within budget[1] | 93% of 56 | 95% of 65 | 87% of 38 | 95% of 40 | 95% of 40 |
| Customer satisfaction with Outsourcing Support Services[2] | 94.5% | 95% | 95% | 95% | 95% |
| Accuracy of contractor billing for IT outsourcing services, with a minimum 95% accuracy rate | 97.5% | 97.5% | 97.5% | 97.5% | 97.5% |
| Reduction of overall unresolved IT disputes with a minimum reduction of 10%[3] | N/A | 10% | 12% | 15% | 15% |
| IT initiatives resulting from CTO-driven advanced planning[4] | 4 | 3 | 3 | 3 | 3 |
| The number of new online services added to the County's intranet and/or Internet accessible to the County's residents and/or employees. [5] | 5 | 5 | 2 | NA | NA |

*Table Notes*

[1] Based on 33 out of 38 projects meeting the success criteria. The term "project" refers to IT-related events conducted by County employees as part of County operations. Several efforts are under way to improve project performance against budget and schedule. The number of projects going forward (Fiscal Years 2010-11 and 2011-12) are fewer due to a projected reduction in availability of funding.

[2] Satisfaction with Contractor Support Services is measured by a customer satisfaction survey of County employees. For July - December 2009, a rating scale was used from 1 (unsatisfied) to 5 (very satisfied), where 3 is considered "satisfactory." A new customer satisfaction survey started in January 2010 which uses a rating scale from 1 (unsatisfied) to 3 (very satisfied).

[3] Fiscal Year 2009-10 data will be used as the baseline in determining the 10% reduction in overall IT disputes for Fiscal Year 2010-11.

[4] CTO-driven advanced planning initiatives such as SharePoint (a document management system), Office Communications Server and Internet Explorer 8 were implemented into the County IT environment through infrastructure projects.

[5] This measurement will be discontinued effective Fiscal Year 2010-11 as the majority of these services are now initiated by the County's five business groups.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

No change in staffing.

### Expenditures

- Net increase of $4.6 million in the County Technology Office's operating budget.
  - Salaries and Benefits — increase of $0.04 million primarily due to negotiated wage and benefit increases.
  - Services and Supplies — net increase of $2.7 million due to one-time initiative increase in expenditures of Server Consolidation ($2.9 million); increase of one-time initiative for Portal Content and Collaboration ($1.3 million); decrease in prior year one-time funding ($1.2 million), and decrease in professional services ($0.3 million) due to general purpose revenue reduction, which will result in decreased use of consultation services focused on case study and evaluation of best practices.
  - Management Reserves — increase of $1.9 million to support transitional costs related to the Server Consolidation project.
- Net decrease of $0.2 million in the Information Technology Internal Service Fund (ISF) due to decreases in anticipated spending levels by various County departments.

### Revenues

- Net increase of $4.6 million in the County Technology Office's operating budget.
  - Use of Fund Balance — increase of $4.9 million for a total budget of $6.0 million to support the initiation and completion of the Server Consolidation and the Portal Content and Collaboration one-time initiatives described above.
  - General Purpose Revenue Allocation — decrease of $0.3 million, which reflects the management of limited County resources in the current economic environment.
- Net decrease of $0.2 million in the Information Technology ISF due to decreases in anticipated spending levels by various County departments.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $27.7 million is primarily the result of a decrease of $21.7 million in the Information Technology ISF due to anticipated completion of one-time IT projects and changes in service levels by various County departments, and a $6.0 million reduction in the County Technology Office's operating budget due to the anticipated completion of one-time IT initiatives. This decrease is partially offset by a minor increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| CTO Office | | 16.00 | | | 16.00 | 16.00 |
| Total | | 16.00 | | | 16.00 | 16.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| CTO Office | $ 8,941,797 | $ 7,637,777 | $ 9,419,525 | $ 8,133,724 | $ 12,248,422 | $ 6,248,187 |
| Information Technology Internal Service Fund | 134,136,112 | 127,905,842 | 138,249,739 | 120,945,929 | 127,662,365 | 106,123,561 |
| Total | $ 143,077,909 | $ 135,543,619 | $ 147,669,264 | $ 129,079,653 | $ 139,910,787 | $ 112,371,748 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 2,741,063 | $ 2,725,402 | $ 2,761,734 | $ 2,761,734 | $ 2,761,609 | $ 2,811,374 |
| Services & Supplies | 126,466,734 | 132,818,217 | 144,907,530 | 131,697,701 | 135,289,178 | 109,560,374 |
| Other Charges | 13,870,113 | — | — | 2,959,436 | — | — |
| Capital Assets/Land Acquisition | — | — | — | (8,339,218) | — | — |
| Management Reserves | — | — | — | — | 1,860,000 | — |
| Total | $ 143,077,909 | $ 135,543,619 | $ 147,669,264 | $ 129,079,653 | $ 139,910,787 | $ 112,371,748 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Intergovernmental Revenue | $ 4,455 | $ 4,047 | $ 4,047 | $ 4,047 | $ 3,880 | $ 3,880 |
| Charges For Current Services | 118,894,619 | 125,614,528 | 125,614,528 | 124,503,854 | 124,368,865 | 102,639,592 |
| Miscellaneous Revenues | 201,686 | 75,000 | 75,000 | 206,681 | 100,000 | 100,000 |
| Other Financing Sources | 1,763,732 | 2,667,275 | 13,011,172 | 2,861,311 | 3,689,471 | 3,879,940 |
| Use of Fund Balance | 16,247,660 | 1,175,000 | 2,956,748 | (4,504,009) | 6,050,000 | — |
| General Purpose Revenue Allocation | 5,965,757 | 6,007,769 | 6,007,769 | 6,007,769 | 5,698,571 | 5,748,336 |
| Total | $ 143,077,909 | $ 135,543,619 | $ 147,669,264 | $ 129,079,653 | $ 139,910,787 | $ 112,371,748 |

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COUNTY OF
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# Civil Service Commission

## Department Description

*The Civil Service Commission is designated by the County Charter as the administrative appeals body for the County in personnel matters. The Commission is comprised of five citizens appointed by the Board of Supervisors and is supported by a small staff.*

## Mission Statement

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

## 2009-10 Accomplishments

### Required Discipline – Customer Satisfaction

- Achieved a positive customer satisfaction rating of 96%.
- Provided customers with hearings that were fair, impartial and efficient resulting in legally sound decisions.
- Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources.
- Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Resolved 64% (18 of 28) personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.
- Trained County human resources professionals and other managers on the role of the Civil Service Commission and on Commission procedures to foster a greater understanding of the Commission's responsibilities.
- Furthered staff development through training opportunities which increased employees' knowledge and skills to excel in their responsibilities and provide superior customer service.
  - Provided ongoing training in areas of human resources, technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.
  - Provided training to all Commission employees in knowledge and skills relating to working in a diverse organization.
  - Supervisor participated in training on knowledge and skills relating to the prevention of sexual harassment.

### Required Discipline – Accountability/Transparency

- Ensured all decisions made by the Commission took into consideration fairness, due process and were in compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and County Counsel.
- Distributed 100% of 13 Commission decisions within 48 hours of Commission approval to provide timely notification of outcomes to parties and the public.
- Conducted Management Controls Initiative workshops to identify and reduce risks to achieving departmental goals.

### Required Discipline – Continuous Improvement

- Maintained and updated desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.
- Improved process for calendaring hearings by scheduling upon receipt of appeal, reducing lag time by as much as one month for hearings.

## 2010-12 Objectives

### Required Discipline – Customer Satisfaction

- Achieve a positive customer satisfaction rating of 95% or above.

- Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.
- Ensure direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
- Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.
- Provide ongoing training in areas of human resources, technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

### Required Discipline – Accountability/Transparency

- Ensure all decisions made by the Commission will take into consideration fairness, due process and are in compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and counsel.
- Distribute at least 95% of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.

### Required Discipline – Continuous Improvement

- Maintain and update desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.

## Related Links

For additional information about the Civil Service Commission, refer to the Web site at http://www.sdcounty.ca.gov/civilservice/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Positive customer satisfaction rating | 96% | 95% | 96% | 95% | 95% |
| Personnel disputes resolved without need of an evidentiary hearing[1] / total number of personnel disputes | 58% of 50 | 55% | 64% of 28 | 55% | 55% |
| Commission decisions distributed within 48 hours of Commission approval / total number of decisions | 100% of 30 | 95% | 100% of 13 | 95% | 95% |

*Table Notes*

[1] Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and perspective employees.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

No change in staffing.

### Expenditures

Net decrease of $0.1 million primarily as a result of a decrease in Services and Supplies due to the planned transfer of external counsel support costs to the public liability internal service fund.

### Revenues

Net decrease of $0.1 million in General Purpose Revenue Allocation reflects the management of limited County resources in the current economic environment.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Increases in Salaries and Benefits reflect an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Civil Service Commission | | 4.00 | | | 4.00 | 4.00 |
| Total | | 4.00 | | | 4.00 | 4.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Civil Service Commission | $ 596,372 | $ 621,605 | $ 621,605 | $ 582,721 | $ 558,294 | $ 566,258 |
| Total | $ 596,372 | $ 621,605 | $ 621,605 | $ 582,721 | $ 558,294 | $ 566,258 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 501,019 | $ 495,606 | $ 495,606 | $ 492,742 | $ 503,308 | $ 511,272 |
| Services & Supplies | 95,353 | 125,999 | 125,999 | 89,979 | 54,986 | 54,986 |
| Total | $ 596,372 | $ 621,605 | $ 621,605 | $ 582,721 | $ 558,294 | $ 566,258 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Charges For Current Services | $ 50,837 | $ 53,133 | $ 53,133 | $ 53,134 | $ 53,720 | $ 53,720 |
| Miscellaneous Revenues | 125 | — | — | — | — | — |
| Use of Fund Balance | (22,093) | — | — | (38,885) | — | — |
| General Purpose Revenue Allocation | 567,503 | 568,472 | 568,472 | 568,472 | 504,574 | 512,538 |
| Total | $ 596,372 | $ 621,605 | $ 621,605 | $ 582,721 | $ 558,294 | $ 566,258 |

# Clerk of the Board of Supervisors

## Department Description

*The Executive Officer acts as the administrative head of the department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board and various other special districts and committees. The department administers the Board of Supervisors General Office and manages over $16 million of budgets and trust accounts as well as the 18-acre County Administration Center (CAC), a designated federal historic landmark, which includes over 360,600 square feet of building space. Five program areas are included within the department: Executive Office, Public Services, Legislative Services, CAC Facilities Services and CAC Major Maintenance.*

## Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

## 2009-10 Accomplishments

### Strategic Initiative – The Environment

- Reduced CAC water consumption by 10% through the use of waterless urinals, the installation of waterless turf on the east plaza, discontinuing the use of the fountains and maintaining existing water conservation efforts, thereby conserving limited resources.

### Strategic Initiative – Safe and Livable Communities

- Improved the security of visitors and workers at the CAC through security improvement projects including enhancement of evacuation routes, expansion of card-reader access doors and upgrade of security cameras.

### Required Discipline – Accountability/Transparency

- Provided open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

- Processed 21,029 property tax assessment appeal applications quickly and accurately without increasing staff, ensuring the efficiency and integrity of the appeal process.

### Required Discipline – Essential Infrastructure

- Completed timely maintenance and repair of the historic CAC to ensure the safety of visitors and employees as well as continued enjoyment and utility of the building and grounds through completion of over 1,400 preventative maintenance work orders as scheduled.

### Required Discipline – Customer Satisfaction

- Surveyed over 2,000 customers and received consistently excellent feedback, ensuring that the residents of the San Diego region are satisfied with the department's services.

### Required Discipline – Information Technology

- Implemented the Citizens Advisory Board Application (CABA), which automated the citizens advisory board application and appointment process, helping to facilitate public participation in local government.

## 2010-12 Objectives

### Strategic Initiative – The Environment

- Manage CAC water consumption in a manner that ensures environmental sustainability and preserves limited resources.

### Required Discipline – Accountability/Transparency

- Ensure the efficiency and transparency of the property tax assessment appeal process by processing property tax assessment appeal applications quickly and accurately.

- Provide open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

### Required Discipline – Essential infrastructure

- Maintain the CAC physical infrastructure in a superior manner by completing preventative work orders as scheduled.

### Required Discipline – Customer Satisfaction

- Ensure satisfaction with the services provided by achieving consistently high ratings on surveys of over 1,000 customers.

## Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the Web site http://www.sdcounty.ca.gov/cob/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Average score on internal customer surveys[1] | 4.9 of 2,151 surveys | 4.9 | 4.9 of 2,450 surveys | 4.9 | 4.9 |
| Property tax assessment appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process[2] | 97% of 40,917 applications | 92% | 98% of 21,029 applications | 92% | 92% |
| CAC Facilities Services preventive maintenance work orders completed as scheduled | 98% of 2,045 work orders | 98% | 99% of 1,425 work orders | 98% | 98% |
| Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within five days of the related meeting | 100% of 46 recordings | 100% | 98% of 40 recordings | 100% | 100% |
| Decrease in landscape water consumption at the CAC[3] | 12% | 10% | 10% | N/A[4] | N/A[4] |

*Table Notes*

[1] Scale of 1-5, with 5 being "excellent."

[2] During Fiscal Year 2009-10, total applications received were 21,029. Target varies with volume: 1-5,000 received - 92%, 5,001 – 10,000 received - 90%, 10,001 or more received - 80%.

[3] Percentage is of total water consumption.

[4] Significant reductions in water usage accomplished in recent years will continue to be maintained through continued use of conservation methods. Beginning Fiscal Year 2010-11, the measure will no longer be included in the Operational Plan.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

No change in staffing.

### Expenditures

Net decrease of $1.8 million.

- Salaries and Benefits — increase of $0.2 million primarily for negotiated wage and benefit increases.
- Services and Supplies — decrease of $2.0 million is due to reduction of one-time facility maintenance projects ($1.6 million), a reduction in information technology development investments ($0.2 million), and a decrease in utility costs as a result of implementing energy saving devices and conservation practices ($0.2 million) to mitigate decreases in general revenue allocation. This expenditure category includes $0.3 million for one-time facility maintenance projects.

### Revenues

Net decrease of $1.8 million.

- Charges for Current Services and Miscellaneous Revenues — increase of $0.1 million due to increased revenue from passport application and photo services.
- Use of Fund Balance — decrease of $1.6 million due to a decrease in prior year revenue for one-time facility maintenance projects. The remaining balance of $0.3 million will support one-time facility maintenance projects for Fiscal Year 2010-11.
- General Purpose Revenue Allocation — decrease of $0.3 million, which reflects the management of limited County resources in the current economic environment.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $0.2 million is the result of a decrease of $0.3 million in Services and Supplies for prior year one-time projects, partially offset by an increase of $0.1 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Legislative Services | | 11.00 | | | 11.00 | 11.00 |
| CAC Facilities Services | | 10.00 | | | 10.00 | 10.00 |
| Public Services | | 11.00 | | | 11.00 | 11.00 |
| Executive Office | | 5.00 | | | 5.00 | 5.00 |
| Total | | 37.00 | | | 37.00 | 37.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Legislative Services | $ 1,069,132 | $ 1,023,937 | $ 1,008,589 | $ 1,101,049 | $ 1,039,619 | $ 1,071,133 |
| CAC Facilities Services | 3,226,791 | 3,296,287 | 3,098,617 | 3,179,800 | 3,157,603 | 3,172,038 |
| Assessment Appeals | 898 | — | — | 101 | — | — |
| Public Services | 1,191,944 | 975,536 | 975,536 | 928,093 | 1,003,241 | 1,032,863 |
| Executive Office | 810,741 | 1,008,670 | 1,757,337 | 989,141 | 875,182 | 890,019 |
| CAC Major Maintenance | 1,536,320 | 1,894,949 | 3,038,862 | 2,200,944 | 305,000 | — |
| Total | $ 7,835,825 | $ 8,199,379 | $ 9,878,941 | $ 8,399,128 | $ 6,380,645 | $ 6,166,053 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 3,230,133 | $ 3,186,187 | $ 3,124,187 | $ 3,121,871 | $ 3,368,258 | $ 3,457,766 |
| Services & Supplies | 4,605,692 | 5,013,192 | 6,744,734 | 5,267,341 | 3,012,387 | 2,708,287 |
| Capital Assets Equipment | — | — | 10,020 | 10,018 | — | — |
| Expenditure Transfer & Reimbursements | — | — | — | (102) | — | — |
| Total | $ 7,835,825 | $ 8,199,379 | $ 9,878,941 | $ 8,399,128 | $ 6,380,645 | $ 6,166,053 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Revenue From Use of Money & Property | $ 101,350 | $ 64,949 | $ 64,949 | $ 92,671 | $ 95,000 | $ 85,000 |
| Charges For Current Services | 351,517 | 234,750 | 234,750 | 565,704 | 305,800 | 305,800 |
| Miscellaneous Revenues | 42,729 | 9,500 | 9,500 | 12,905 | 12,185 | 13,085 |
| Use of Fund Balance | 1,008,424 | 1,880,000 | 3,559,562 | 1,717,667 | 295,000 | — |
| General Purpose Revenue Allocation | 6,331,805 | 6,010,180 | 6,010,180 | 6,010,180 | 5,672,660 | 5,762,168 |
| Total | $ 7,835,825 | $ 8,199,379 | $ 9,878,941 | $ 8,399,128 | $ 6,380,645 | $ 6,166,053 |

# County Counsel

## Department Description

*The San Diego County Charter provides that County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards and commissions. County Counsel maintains proactive participation in all phases of governmental decision making and a very active and successful trial litigation program. County Counsel also provides representation of the County's Health and Human Services Agency (HHSA) in juvenile dependency matters and provides legal services on a fee basis to several special districts. County Counsel oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.*

## Mission Statement

To deliver the highest quality legal services to our clients as efficiently and economically as possible in order to facilitate the achievement of County government's goal to better serve the residents of San Diego County.

## 2009-10 Accomplishments

### Required Discipline – Fiscal Stability

County Counsel aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Prevailed in 93% (77 of 83) of court decisions in all lawsuits filed against the County.
- Achieved a success rate of 92% (11 of 12) in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handled 100% (83 of 83) of the defense of all lawsuits filed against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.

### Required Discipline – Customer Satisfaction

County Counsel provided quality, accurate, effective and timely legal advice to all County departments so that they can fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Completed 100% (59 of 59) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Completed 99% (1,512 of 1,514) of all advisory assignments for County departments by the agreed upon due dates.

### Required Discipline – Regional Leadership

County Counsel attorneys engaged in numerous leadership roles in the County and throughout the State, which will provide positive and constructive influences in the professional practice of law in the region.

- Maintained significant involvement in the activities of at least 12 regional organizations and committees.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

County Counsel provided education and risk mitigation training to County officers and employees in furtherance of a committed, capable and diverse workforce.

- Provided 69 education programs on selected legal subjects.
- Provided 61 specialized training sessions, such as risk roundtables, settlement committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.

- Provided 69 internal and/or external training sessions, including Mandatory Continuing Legal Education, to ensure staff continues to provide the highest quality legal services to the County by remaining current on developments in the law.

### Strategic Initiative – The Environment

County Counsel continued to promote and emphasize resource conservation in the office.

- Implemented a "Go Green" campaign which provides education to staff and opportunities for cost savings through conservation and behavior modification.
- Modified overall purchasing habits by purchasing recycled and/or environmentally-friendly office products.
- Streamlined the office's travel request procedure by reducing the number of steps needed to obtain approval and continued to explore ideas on how to improve or reduce time and the amount of paper needed to be routed within the office.

### Required Discipline – Continuous Improvement

County Counsel improved its operational efficiencies, thereby maximizing value for taxpayers.

- Developed a Business Processing Reengineering Committee consisting of a variety of staff that identified ways to improve office processes and explored topics such as paper reduction and work process streamlining.
- Revised the current County car policy and assignment system and improved the efficiency of departmental resources.
- Improved the efficiency of employee timekeeping and payroll processing by decentralizing Kronos (County's timekeeping system) data entry.

### Required Discipline – Information Technology

County Counsel optimized its information technology systems to improve operational efficiency and service to customers.

- Reduced the amount of storage on the department's shared computer drive by developing and implementing internal guidelines, policies and procedures.
- Implemented a collaborative electronic work environment through the use of the SharePoint application to maximize efficient use of information and staff time.
- Acquired Blackberry cell phones for Juvenile Dependency attorneys (who spend a greater part of their workday in Juvenile Court and away from their desks), to increase productivity by enabling them to have access to calendars and e-mail.

## 2010-12 Objectives

### Required Discipline – Fiscal Stability

County Counsel will aggressively represent the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Prevail in 90% or more of court decisions in all lawsuits filed against the County.
- Achieve a success rate of 85% or more in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handle 95% or more of the defense of all lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.

### Required Discipline – Customer Satisfaction

County Counsel will provide quality, accurate, effective and timely legal advice to all County departments so that they can fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Complete 95% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Complete 80% or more of all advisory assignments for County departments by the agreed upon due dates.

### Required Discipline – Regional Leadership

County Counsel attorneys will engage in numerous leadership roles in the County and throughout the State, which will provide positive and constructive influences in the professional practice of law in the region.

- Maintain significant involvement in the activities of at least 10 regional organizations and committees.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

County Counsel will provide education and risk mitigation training to County officers and employees in furtherance of a committed, capable and diverse workforce.

- Provide 30 or more education programs on selected legal subjects for County departments.
- Provide 50 or more specialized risk mitigation sessions, such as risk roundtables, settlement committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- Provide 24 or more internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continues to provide the highest quality legal services to the County by remaining current on developments in the law.

### Required Discipline – Continuous Improvement

County Counsel will improve its operational efficiencies, thereby maximizing value for taxpayers.

- Enhance County Counsel law student internship program to provide quality service to our clients.

### Required Discipline – Information Technology

County Counsel will optimize its information technology systems to improve operational efficiency and service to customers.

- Implement the use of a document repository to allow efficient electronic retrieval of court briefs, legal indexed opinions, closed session letters, and settlement committee minutes and related documents.
- Explore solutions for an outside database that may be used for sharing electronic discovery (a.k.a., e-discovery) and litigation data with other parties.
- Enhance or explore alternatives to the existing office practice management system, which manages all case and advisory information, retains client and contract information, stores supporting legal documents, and tracks time and billing information.
- Explore expanded use of available mobile technologies to increase efficiencies.

## Related Links

For additional information about County Counsel, refer to the Web site at http://www.sdcounty.ca.gov/CountyCounsel/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Resolved court cases filed against the County in which County will prevail (County success rate) | 96% (67-3 record) | 95% | 93% (77-6 record) | 90%[1] | 90% |
| Cases against the County that were handled by County Counsel | 99% (95 of 96 cases) | 95% | 100% (83 of 83 cases) | 95% | 95% |
| Success rate in County cases against other parties | 87% (13 of 15 cases) | 90% | 92% (11 of 12 cases) | 85% | 85% |
| Advisory assignments for Board of Supervisors to be completed by the due date | 100% (31 assignments) | 100% | 100% (23 assignments) | 95%[2] | 95%[2] |
| Advisory assignments for all departments completed by the due date | 99% (1,596 of 1,618 assignments) | 85%[2] | 99% (1,512 of 1,514 assignments) | 80%[2] | 80%[2] |
| Number of training programs presented by County Counsel | 124 | 30[2] | 69 | 30[3] | 30[3] |
| Number of risk mitigation education sessions provided by County Counsel | 64 | 60[2] | 61 | 50[3] | 50[3] |

*Table Notes*

[1] The Office of County Counsel established aggressive goals for the years prior to 2010 when it was at full staffing levels. However, for the years 2010 through 2012, there will be staff reductions that will impact the level of legal services provided to departments. It is anticipated that the reduced level of legal services will affect the ability to maintain the more aggressive objectives set in previous years.

[2] Due to a decrease in staffing in advisory services, County Counsel may experience a reduced ability to provide advisory legal guidance and assistance to departments in a timely manner.

[3] County Counsel is providing fewer risk mitigation and training sessions than expected during the fiscal year in anticipation of the staffing reductions described below. Fortunately, the unanticipated training needs of the department's clients were accommodated in Fiscal Year 2009-10.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 2.00 staff years as a result of a reduction in available funding. The decrease in positions will most likely result in a continuing decrease in County Counsel's ability to provide legal advisory guidance and assistance to departments in a timely manner. The deletion of two legal staff positions will also result in a reduction of training programs, which may have a direct correlation to an increase in the County's exposure to legal liability.

### Expenditures

Net increase of $0.2 million.

- Salaries and Benefits — net decrease of $0.2 million is the result of staffing changes described above, offset by a negotiated wage and benefit increase, and the one-time expenditure to fund a legal internship program.
- Services and Supplies — decrease of $0.1 million in various expenditure categories as a result of a decrease in available funding.

- Expenditure Transfers and Reimbursement — increase of $0.1 million resulting from associated negotiated salary increases for staff providing exclusive legal services to HHSA and Department of Environmental Health. Since this is a reimbursement, it has the effect of a $0.1 million decrease in expenditures.
- Management Reserves — increase of $0.6 million in one-time funding to enhance or replace the existing office practice management application.

### Revenues

Net increase of $0.2 million.

- Charges for Current Services — increase of $0.4 million due primarily to anticipated workload increases in land use and construction defect matters and legal services provided to special districts.
- Use of Fund Balance — increase of $0.5 million for a total budget of $0.7 million to support one-time expenditures described above.
- General Purpose Revenue Allocation — decrease of $0.7 million, which reflects the management of limited County resources in the current economic environment.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net increase of $0.4 million is the result of an increase of in Salaries and Benefits ($0.3 million), which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011. This increase is partially offset by a minor decrease in Services and Supplies and a decrease in Management Reserves ($0.6 million) for prior year one-time expenditures.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| County Counsel | | 137.00 | | | 135.00 | 135.00 |
| Total | | 137.00 | | | 135.00 | 135.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| County Counsel | $ 22,678,912 | $ 22,318,667 | $ 22,592,316 | $ 21,845,765 | $ 22,554,021 | $ 22,171,916 |
| Total | $ 22,678,912 | $ 22,318,667 | $ 22,592,316 | $ 21,845,765 | $ 22,554,021 | $ 22,171,916 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 21,837,521 | $ 21,549,306 | $ 21,203,837 | $ 21,002,320 | $ 21,328,515 | $ 21,595,167 |
| Services & Supplies | 1,558,852 | 1,443,649 | 2,062,767 | 1,620,649 | 1,365,006 | 1,328,511 |
| Capital Assets Equipment | 17,549 | — | — | — | — | — |
| Expenditure Transfer & Reimbursements | (735,011) | (674,288) | (674,288) | (777,204) | (739,500) | (751,762) |
| Management Reserves | — | — | — | — | 600,000 | — |
| Total | $ 22,678,912 | $ 22,318,667 | $ 22,592,316 | $ 21,845,765 | $ 22,554,021 | $ 22,171,916 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Charges For Current Services | $ 11,318,161 | $ 10,122,722 | $ 10,122,722 | $ 10,349,583 | $ 10,549,408 | $ 10,628,284 |
| Miscellaneous Revenues | 263,300 | 5,300 | 5,300 | 89,820 | 60,000 | 60,000 |
| Use of Fund Balance | (1,859,847) | 166,973 | 440,622 | (617,310) | 655,000 | — |
| General Purpose Revenue Allocation | 12,957,298 | 12,023,672 | 12,023,672 | 12,023,672 | 11,289,613 | 11,483,632 |
| Total | $ 22,678,912 | $ 22,318,667 | $ 22,592,316 | $ 21,845,765 | $ 22,554,021 | $ 22,171,916 |

# San Diego County Grand Jury

## Department Description

*The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the county. Grand Jury duties, powers, responsibilities, qualifications and selection processes are outlined in the California Penal Code §888 et seq. The Grand Jury reviews and evaluates procedures, methods and systems utilized by government to determine whether they can be made more efficient and effective. It may examine any aspect of county government and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. The Grand Jury may inquire also into written complaints brought to it by the public. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full-time coordinator and one part-time assistant.*

## Mission Statement

Representing the citizens of San Diego County by investigating, evaluating and reporting on the actions of local governments and special districts.

## 2009-10 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- Reviewed and investigated 82 citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury.
- Conducted hearings to determine whether there was sufficient evidence to bring an indictment charging a person with a public offense in response to criminal complaints filed by the District Attorney.
- Returned 48 criminal indictments, and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

## 2010-12 Objectives

### Strategic Initiative – Safe and Livable Communities

- Review, prioritize and investigate all citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a well-qualified and widely representative civil panel to ensure that city and county governmental entities are operating as efficiently as possible.
- Support the District Attorney with hearings on criminal matters (Penal Code §904.6).

## Related Links

For additional information about the Grand Jury, refer to the Web site at http://www.sdcounty.ca.gov/grandjury/.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

No change in staffing.

### Expenditures

Decrease of $0.1 million.

- Services and Supplies — decrease of $0.1 million as a result of the reduction in General Purpose Revenue due to the impact of the downturn in the overall economy. The jury expense and transcript accounts were reduced, which will limit the Grand Jury's ability to fund costs associated with empanelling a second criminal

Grand Jury if requested, and may diminish the Grand Jury's ability to service cases that are sent from the District Attorney's Office on a month-to-month basis.

### Revenues

Decrease of $0.1 million.

- General Purpose Revenue Allocation — decrease of $0.1 million, which reflects the management of limited County resources in the current economic environment.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

An increase in Salaries and Benefits reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Grand Jury | | 1.00 | | | 1.00 | 1.00 |
| Total | | 1.00 | | | 1.00 | 1.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Grand Jury | $ 658,055 | $ 678,122 | $ 678,122 | $ 635,009 | $ 580,076 | $ 581,666 |
| Total | $ 658,055 | $ 678,122 | $ 678,122 | $ 635,009 | $ 580,076 | $ 581,666 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 122,393 | $ 113,808 | $ 116,883 | $ 116,878 | $ 115,471 | $ 117,061 |
| Services & Supplies | 535,662 | 564,314 | 561,239 | 518,131 | 464,605 | 464,605 |
| Total | $ 658,055 | $ 678,122 | $ 678,122 | $ 635,009 | $ 580,076 | $ 581,666 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Miscellaneous Revenues | $ 18 | $ — | $ — | $ 73 | $ — | $ — |
| Use of Fund Balance | (59,125) | — | — | (43,186) | — | — |
| General Purpose Revenue Allocation | 717,162 | 678,122 | 678,122 | 678,122 | 580,076 | 581,666 |
| Total | $ 658,055 | $ 678,122 | $ 678,122 | $ 635,009 | $ 580,076 | $ 581,666 |

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# Human Resources

## Department Description

*The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. DHR serves as the in-house human resources consultant to the Chief Administrative Officer, executive staff and County departments. Activities are diverse, including classification, compensation, recruitment and selection for all County jobs. Additional responsibilities include: administration of employee benefits programs; risk management activities, including Workers' Compensation program and property and casualty insurances; employee training programs; labor relations; and administration of employee incentive and career development programs.*

## Mission Statement

To provide and retain a skilled and competent workforce for County of San Diego departments so that they may deliver superior services to residents and visitors.

## 2009-10 Accomplishments

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Assisted departments with reorganization efforts related to workforce transition activity by December 2009 in order to increase efficiencies with fewer resources.
- Conducted Train-the-Trainer Knowledge Worker training program to 45 department representatives by December 2009, to ensure that the General Management System 2.0 initiatives were introduced to 100% of employees.
- Trained 55% of 82 human resources professionals in the Advanced Human Resources Certificate Program by January 2010, to ensure consistency in administering County policies and procedures.
- Development of a retention program designed to extend the work-life of baby boomer/mature workers in order to ensure knowledge transfer and continuity of program success, has been put on hold due to the current economic environment.
- Supported a skilled and safe workforce by developing one safety training available via the County's Learning Management System, an online system accessible to all employees for enrolling, scheduling, delivering, evaluating and reporting on training.
- Conducted one Discipline Case Advocacy Institute training, to increase departmental human resources officers' ability to represent the County effectively in disciplinary hearings.

### Required Discipline – Continuous Improvement

- Developed Request for Proposal for employee benefit Flexible Spending Account administration contract for improved services and pricing.
- Ensured 100% of all employment applications were obtained via the Web, by January 2010. The online streamlined process has resulted in the elimination of many manual steps and paper, saving valuable resources.
- Administered extensions of Memoranda of Agreement in order to reduce the number of grievances.

### Required Discipline – Information Technology

- Developed an online support tool for approximately 3,000 supervisors, in October 2009, through the implementation of a Supervisors' Resource Center. This tool provides training resources, materials and links that will support and enable supervisors to access training materials without enrolling in a classroom-based training program.
- On track to complete full application upgrade on the Human Resources Information System in order to maintain adequate system support levels and enhance personnel, payroll and benefits tracking for County employees, by December 2010.
- Enhancement to the countywide employee performance evaluation process has been deferred to December 2011 as a result of delays in the upgrades of the human resources system. The evaluation process

will incorporate tracking and form completion within the Human Resources Information System to ensure delivery to the appropriate supervisor and minimize hard copy distribution.

- Implemented an online certificate of insurance tracking program through partnership with Purchasing and Contracting and the Health and Human Services Agency to ensure appropriate insurance requirements are incorporated in all contracts.

## 2010-12 Objectives

### Required Discipline – Fiscal Stability

- Negotiate fiscally prudent successor agreements with 25 bargaining units and 8 employee organizations by June 2011.

### Required Discipline – Information Technology

- Introduce online Supervisors' Certificate Program to approximately 2,000 supervisors to support the development of Supervisors so that they and their staff can better serve the public.
- Introduce Microsoft Office 2007 countywide through classroom-based, Web-based and synchronous training.
- Convert all background check files to the Documentum enterprise content management application, to eliminate storage costs associated with the retention of paper files.
- Implement an automated tracking system for monitoring of various Cal-OSHA workplace safety requirements to support compliance with Cal-OSHA requirements.
- Implement online testing of applicants and set up testing sites using County computers in a proctored environment to streamline and reduce testing costs.
- Complete full application upgrade on the Human Resources Information System to maintain adequate system support levels and enhance personnel, payroll and benefits tracking for County employees.
- Upgrade the County Learning Management System with the latest version available to improve efficiencies and streamline processes, by June 2012.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Provide local veterans work experience by establishing a six-month Veteran's Work Experience Program in order for them to learn new skills to become marketable in the workforce.
- Provide transition services to employees during workforce reduction periods to minimize the impact of layoffs.

### Required Discipline – Continuous Improvement

- Develop and implement an automated "On-Boarding" application to integrate and engage new employees into the County work environment from onset of employment offer through first year of employment, by June 2012.
- Reengineer and centralize County background checks to reduce duplication of effort and maximize efficiencies.
- Develop an enhanced Employee Discount Program to improve services and discounts for employees.

## Related Links

For additional information about the Department of Human Resources, refer to the Web site at http://www.sdcounty.ca.gov/hr/.

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Classification activity requests completed within prescribed time frame | 98.5% of 335 | 94% of 300 | 100% of 149 | 94% of 150 | 98% of 150 |
| Recruitment plan/service agreements/timelines met | 98% of 283 | 94% of 400 | 99% of 228 | 95% of 200 | 98% of 200 |

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 8.00 staff years in the following Divisions: Human Resources Services (4.00); Workforce Information Network (1.00); Labor Relations (1.00); Employee Benefits (1.00); and Employee Development and Training (1.00), as a result of a reduction in available funding. It is anticipated that these staffing changes will result in overall decreased levels of service as well as the elimination of the external customer satisfaction program.

### Expenditures

Net increase of $0.3 million.

- Salaries and Benefits — net increase of $0.1 million due to the staffing decreases described above ($0.6 million), and an increase in one-time funding for the Veteran's Work Experience program ($0.2 million) as well as negotiated wage and benefit increases. This expenditure category also continues one-time funding for salary costs associated with the Workforce Academy for Youth (WAY) ($0.2 million) for a total of $0.4 million in one-time funding.
- Services and Supplies — net increase of $0.3 million due to one-time funding of the Learning Management System software upgrade ($0.1 million); one-time funding to support the development of "On-Boarding" information technology solution to reengineer the County's new hire process ($0.5 million); and a decrease $0.2 million in Information Technology Applications and various expenditure accounts of $0.1 million as a result of a reduction in available funding. This expenditure category also continues one-time funding for the WAY ($0.1 million), bringing total one-time funding to $ 0.7 million.

### Revenues

Net increase of $0.3 million.

- Charges for Current Services — decrease of $0.1 million from external department overhead payments (A-87) due to a decline in reimbursement of costs for services rendered.
- Miscellaneous Revenues — increase of $0.5 million from Employee Benefits Internal Service Fund and Workforce Investment Act funds to support one-time expenditures associated with the Veteran's Work Experience program described above.
- Use of Fund Balance — increase of $0.6 million due to one-time funding for the Learning Management System software upgrade ($0.1 million), an additional year of funding for the Workforce Academy for Youth (WAY) program ($0.3 million), and for the development of "On-Boarding" information technology solution ($0.5 million).
- General Purpose Revenue Allocation — decrease of $0.7 million, which reflects the management of limited County resources in the current economic environment.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $0.8 million is primarily the result of removal of $1.1 million in one-time funding associated with the Learning Management System Upgrade, "On Boarding" solution development, Workforce Academy for Youth (WAY) and Veteran's Work Experience programs. This decrease is partially offset by an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Department of Human Resources | | 118.00 | | | 110.00 | 110.00 |
| Total | | 118.00 | | | 110.00 | 110.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Department of Human Resources | $ 21,272,124 | $ 22,384,701 | $ 22,831,968 | $ 19,648,943 | $ 22,703,286 | $ 21,889,423 |
| Total | $ 21,272,124 | $ 22,384,701 | $ 22,831,968 | $ 19,648,943 | $ 22,703,286 | $ 21,889,423 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 13,353,310 | $ 12,926,642 | $ 12,926,642 | $ 12,532,339 | $ 12,986,237 | $ 12,781,064 |
| Services & Supplies | 7,918,814 | 9,458,059 | 9,905,326 | 7,116,604 | 9,717,049 | 9,108,359 |
| Total | $ 21,272,124 | $ 22,384,701 | $ 22,831,968 | $ 19,648,943 | $ 22,703,286 | $ 21,889,423 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Intergovernmental Revenue | $ 189 | $ — | $ — | $ 181 | $ — | $ — |
| Charges For Current Services | 1,206,414 | 1,418,893 | 1,418,893 | 1,429,676 | 1,326,283 | 1,326,283 |
| Miscellaneous Revenues | 5,779,276 | 6,638,200 | 6,785,473 | 6,152,439 | 7,151,581 | 7,052,692 |
| Use of Fund Balance | (514,516) | 275,000 | 574,994 | (1,985,961) | 865,000 | — |
| General Purpose Revenue Allocation | 14,800,761 | 14,052,608 | 14,052,608 | 14,052,608 | 13,360,422 | 13,510,448 |
| Total | $ 21,272,124 | $ 22,384,701 | $ 22,831,968 | $ 19,648,943 | $ 22,703,286 | $ 21,889,423 |

# County Communications Office

## Department Description

*Established by the Board of Supervisors in 1997, the County Communications Office, formerly known as the Department of Media and Public Relations, ensures that information about County issues, programs and services moves quickly and accurately to the public, employees and news organizations. Moreover, the department oversees emergency communications, media relations, overall content of the County's external and internal Web sites, plus social media messages. The department is responsible for news releases, newsletters, publications and several major multimedia Board presentations, as well as the operation and programming of the County government access channel, County Television Network (CTN). Additionally, the County Communications Office administers and monitors the County and State franchise agreements with video providers operating within unincorporated areas of the county. The Communications Office team is comprised of award-winning writers, producers, videographers and public affairs professionals. The staff has extensive experience in communications for the public, private and nonprofit sectors, through Web, print and broadcast media. As part of their duties, staff members explore emerging technologies and social media to ensure that the County continues to be able to communicate effectively with residents.*

*This Adopted Operational Plan reflects the recent reorganization and consolidation of media activities from multiple County departments.*

## Mission Statement

To build confidence in County government by providing clear and accurate information on the County's objectives, goals, services and issues. To achieve world class communications status and become a preferred information provider by using the latest in technology and communications tools.

## 2009-10 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- During emergency drills, provided accurate and timely emergency response and recovery information to the public and media. Used Web sites and social media, cell phone alerts, and the news media to ensure the public had the information needed to minimize loss, accelerate recovery and maintain confidence in County government.
  - Met 93% (28 of 30) of County Communications Office benchmarks for each emergency response drill in Fiscal Years 2009-10.

### Required Discipline – Accountability/Transparency

- Informed San Diego County residents, decision makers, the media and County employees on the scope, role and benefits of County government so they can get the most out of government services and improve the overall quality of life in San Diego County.
  - Produced 142 programs, segments, Public Service Announcements (PSAs), presentations and Web videos highlighting County Strategic Initiative programs and services.
- Collected and promoted County stories on Strategic Initiatives and/or performance providing information, accountability and transparency to taxpayers, the public and County employees.
  - Placed 2,808 stories about the County's Strategic Initiatives and/or performance stories through the media.

### Required Discipline – Information Technology

- Explored ways to improve the design and navigation of the County's overall intranet system to promote self-sufficiency and improve employee productivity and, as a result, provide better customer service to the public. In light of an enterprise decision to implement SharePoint, a document management system, the County Communications Office is coordinating the redesign with that effort and aims to have the design process completed by June 2011.

### Required Discipline – Customer Satisfaction

- Plans to set up digital signage information centers in at least three County locations have been shelved due to lack of funding.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Provided timely, accurate and appropriate information to the media and internal customers so that a relationship of trust and cooperation can be maintained and ensure the questions and concerns of the public are addressed.
  - Provided 23 media trainings to County departments, so that departments can enhance the quality of their job performance and ensure that information provided to the public and media is accurate and appropriate.
  - Assisted County employees to become knowledge workers by offering opportunities to explore new technological communication tools such as e-mail subscriptions, social media and "mental desktops," and by providing information and/or training on how to best use these tools to communicate with others either within the County or outside of the organization.
  - Provided 46 one-on-one or group trainings to County employees to ensure the County uses all the tools necessary to communicate with others in today's changing technological world.

## 2010-12 Objectives

### Strategic Initiative – Safe and Livable Communities

- In the event of a major natural or manmade disaster, provide accurate and timely emergency response and recovery information to the public and media. Use computers and social media, cell phone alerts, and the news media to ensure the public has the information needed to minimize loss, accelerate recovery and maintain confidence in County government.
  - Meet at least 93% (28 of 30) of County Communications Office benchmarks for each emergency response drill in Fiscal Years 2010-11and 2011-12.

### Required Discipline – Accountability/Transparency

- Educate San Diego County residents, decision makers, the media and County employees on the scope, role and benefits of County government so they can benefit from government services and improve the overall quality of life in San Diego County.
  - Produce at least 150 programs, segments, PSAs, presentations, Web videos and internal videos highlighting County Strategic Initiative programs and services in Fiscal Year 2010-11, and 160 during Fiscal Year 2011-12.
- Collect and promote County stories on Strategic Initiatives and/or performance, providing information, accountability and transparency to taxpayers, the public and County employees.
  - Place at least 1,700 stories about the County's Strategic Initiatives and/or performance stories through the media in Fiscal Years 2010-11 and 2,000 in 2011-12.

### Required Discipline – Information Technology

- Improve the design and navigation of the County's overall intranet system by June 2011 to promote self-sufficiency and improve employee productivity and, as a result, provide better customer service to the public. Due to an enterprise decision in 2009-10 to implement SharePoint, a document management system, the Communications Office is coordinating the redesign with that effort and aims to complete the design process by June 2011.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Provide timely, accurate and appropriate information to the media and internal customers so that a relationship of trust and cooperation can be maintained and to ensure the questions and concerns of the public are addressed.
  - Provide at least 23 media trainings to County departments in Fiscal Year 2010-11and 25 in Fiscal Year 2011-12, so that departments may enhance the quality of their job performance and ensure that information provided to the public and media is accurate and appropriate.
  - Assist County employees in becoming knowledge workers by exploring new technological communication tools and by providing information and/or training on how to best use those tools to communicate better within the County as well as outside the organization.

- Provide at least 20 one-on-one or group trainings to County employees in Fiscal Years 2010-11 and 2011-12, so that the County uses all the tools necessary to communicate with others in today's changing technological world.

## Related Links

For additional information about the County Communications Office and/or CTN, refer to the Web site at http://www.sdcounty.ca.gov/dmpr/ or http://www.ctn.org

| Performance Measures | 2008-09 Actuals | 2009-10 Adopted | 2009-10 Actuals | 2010-11 Adopted | 2011-12 Approved |
|---|---|---|---|---|---|
| Trainings by Communications Office staff in new technological communications tools[1] | N/A | 15 | 46 | 20 | 20 |
| Media trainings conducted by Communications Office staff for other departments | 20 | 23 | 23 | 23 | 25 |
| New presentations programs, segments, PSAs, Web videos and internal videos[2] produced by CTN highlighting one or more Strategic Plan Initiative or performance stories | 135 | 100 | 142 | 150 | 160 |
| Media placements coordinated by Communications Office staff | 1,259 | 1,000 | 2,808[3] | 1,700[3] | 2,000[3] |
| Benchmarks met for each emergency drill or training[4] | 97% | 93% | 93% | 93% | 93% |

*Table Notes*

[1] New measure effective Fiscal Year 2009-10. Large variance from target (15) to actual (46) is due to a greater demand than expected. These trainings are expected to decrease as employees become more comfortable with social media.

[2] CTN includes videos produced for other departments in 2010-11.

[3] The large number of H1N1 stories accounts for some of the variance between the Fiscal Year 2009-10 actual and target goals. Adopted goal for 2010-11 and 2011-12 reflects the newly reorganized County Communications Office.

[4] The Communications Office uses a point system to determine whether staff members are meeting benchmarks on technology, individual preparedness, contact lists, news releases and briefings, County Web site updates and CTN emergency information.

## Budget Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

No change in staffing.

### Expenditures

Net decrease of $0.6 million.

- Services and Supplies — decrease of $0.3 million, primarily as a result of the elimination of funding for prior year one-time expenditures for the intranet redesign and digital signage information centers projects.
- Capital Assets Equipment — increase of $0.1 million for one-time capital expenditures to replace and/or upgrade aging CTN production equipment.
- Expenditure Transfers & Reimbursement – increase of $0.4 million to reflect cost reimbursement from the Health and Human Services Agency for services rendered. Since this is a reimbursement, it has the effect of a $0.4 million decrease in expenditures.

### Revenues

Net decrease of $0.6 million.

- Licenses, Permits & Franchises — increase of $0.1 million in Public Educational Governmental Access Fees, which will be used to fund one-time expenditures noted above.
- Use of Fund Balance — decrease of $0.3 million due to the removal of prior year one-time expenditures described above.
- General Purpose Revenue Allocation — decrease of $0.4 million is directly attributable to the increase in Expenditure Transfers & Reimbursements described above.

## Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $0.3 million is primarily the result of a decrease in Capital Assets Equipment due to the completion of one-time initiatives included in the prior year budget, partially offset by a $0.05 million increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| County Communications Office | | 22.00 | | | 22.00 | 22.00 |
| Total | | 22.00 | | | 22.00 | 22.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| County Communications Office | $ 7,888,779 | $ 3,430,213 | $ 3,694,286 | $ 3,064,472 | $ 2,879,771 | $ 2,621,689 |
| Total | $ 7,888,779 | $ 3,430,213 | $ 3,694,286 | $ 3,064,472 | $ 2,879,771 | $ 2,621,689 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 2,473,169 | $ 2,475,806 | $ 2,475,806 | $ 2,370,115 | $ 2,501,875 | $ 2,551,293 |
| Services & Supplies | 400,686 | 814,907 | 831,458 | 364,846 | 563,506 | 493,006 |
| Capital Assets Equipment | — | 139,500 | 139,500 | 81,990 | 237,000 | — |
| Expenditure Transfer & Reimbursements | — | — | — | — | (422,610) | (422,610) |
| Operating Transfers Out | 5,014,924 | — | 247,522 | 247,522 | — | — |
| Total | $ 7,888,779 | $ 3,430,213 | $ 3,694,286 | $ 3,064,472 | $ 2,879,771 | $ 2,621,689 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Licenses Permits & Franchises | $ 6,163,616 | $ 216,000 | $ 235,418 | $ 203,943 | $ 307,500 | $ — |
| Revenue From Use of Money & Property | 75,495 | — | 8,876 | 8,876 | — | — |
| Charges For Current Services | 4,016 | — | — | 680 | — | — |
| Miscellaneous Revenues | 15,886 | — | — | 740 | — | — |
| Other Financing Sources | 50,000 | — | — | — | — | — |
| Use of Fund Balance | 1,579,766 | 260,000 | 495,779 | (103,980) | — | — |
| General Purpose Revenue Allocation | — | 2,954,213 | 2,954,213 | 2,954,213 | 2,572,271 | 2,621,689 |
| Total | $ 7,888,779 | $ 3,430,213 | $ 3,694,286 | $ 3,064,472 | $ 2,879,771 | $ 2,621,689 |

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# County of San Diego

## Capital Program


Capital Program

2010-11 Capital Appropriations

Operating Impact of Capital Program

Capital Program Summary

Capital Outlay Fund

County Health Complex Fund

Justice Facility Construction Fund

Library Projects Fund

Edgemoor Development Fund

Lease Payments

Outstanding Capital Projects by Group/Agency

# Capital Program

## Capital Program Introduction

To provide direction for the Capital Program, the Board of Supervisors adopted Policy B-37, *Use of the Capital Program Funds.* This policy establishes the funding methods, administration and control, and allowable uses of the Capital Program Funds.

The Capital Program is comprised of the following major funds:

- **County Health Complex Fund** contains budgeted amounts for capital projects related to the Rosecrans Health Complex and other health facilities other than the County's Edgemoor property (described below).
- **Justice Facility Construction Fund** contains budgeted amounts for capital projects related to the County's detention facilities, Sheriff's stations, crime laboratories and other criminal justice facilities.
- **Library Projects Fund** contains budgeted amounts for the acquisition and construction of County Library facilities.
- **Capital Outlay Fund** encompasses land acquisitions and capital projects that do not fall into the previous three program categories. Examples include open space acquisition, parkland acquisition and development, and the purchase or construction of buildings for the delivery of County services.
- **Edgemoor Development Fund**. In 1979, the Board of Supervisors approved Board Policy F-38, *Edgemoor Property Development*, which provides guidelines for the use, development and disposition of the County's 326 acres of property located in the City of Santee, known as the Edgemoor property. The Edgemoor Development Fund was established pursuant to the policy and states that 100% of the revenues produced by this property from the lease and sale of land are to assist in the reconstruction of the Edgemoor Skilled Nursing Facility. As a fund established to account for the financial resources to be used for the acquisition or construction of major capital facilities, it is included in the Capital Program. A portion of the cost of replacing the Edgemoor facility was funded by Certificates of Participation (COPs) executed and delivered in January 2005 and December 2006. The Edgemoor Development Fund will provide a portion of the funding to repay the COPs.

Capital Program Funds are used for:

- The acquisition and construction of new public improvements including buildings and initial furnishings and equipment.
- Land and permanent on- and off-site improvements necessary for the completion of a capital project.
- The replacement or reconstruction of permanent public improvements which will extend the useful life of a structure, including changes in the use of a facility.

The following restrictions apply and the following expenses are not to be funded from the Capital Program Funds:

- Expenditures which do not extend the useful life of a structure or will only bring the facility to a sound condition. These are considered maintenance expenses.
- Feasibility studies, facility master plans, or other analytical or research activities that do not relate directly to the implementation of a project.
- Furnishings or equipment not considered a permanent component of the facility.
- Roads, bridges, or other similar infrastructure projects that are provided for through special revenue funds such as the Road Fund.

The Board of Supervisors may appropriate from any legal source of funding available to the Capital Program Funds for projects or to the Capital Program Funds reserves for future capital projects. The Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of Government Code §23004. All proceeds from the sale of fixed assets (land and structures) are allocated to the Capital Program Funds unless otherwise specifically directed by the Board of Supervisors. Administrative policies and procedures have been established to provide appropriate controls on the scope of projects and expenditure of funds.

The Capital Improvements Planning Process is outlined in Board of Supervisors' Policy G-16, *Capital Facilities and Space Planning.* The process reflects the goals of the County's Five-Year Strategic Plan and emphasizes the role of the Department of General Services (DGS) as steward for the management and planning of the County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designing a process and creating evaluation criteria for establishing the Capital Improvements Needs Assessment (CINA).

In accordance with Board of Supervisors Policy B-37, the CINA is prepared and presented annually to the Board of Supervisors to guide the development of both immediate and long-term capital projects for funding through the Capital Program Funds. The CINA includes a comprehensive list of all current and anticipated capital projects over a five-year period. Funded projects are given first priority, followed by partially funded projects and, finally, unfunded projects. Preparation of the CINA involves the following process:

- A "Call for Projects" begins in August when departments submit projects including a description, estimated costs and level of available funding. This is an opportunity for departments to submit high priority capital projects for review and evaluation. Capital requests are defined per County Administrative Manual, Item 0050-01-06, as those "projects which improve or enhance an existing facility or space within it. It includes projects that increase the value or extend the useful life of a structure, including remodeling projects, as well as new construction and development of parkland."
- The Facilities Planning Board, which consists of the Assistant Chief Financial Officer/Auditor and Controller, the five Group Finance Directors and the Director of DGS, reviews and prioritizes the projects. In order to plan effectively for the County's overall capital needs and to make efficient use of resources, capital projects are prioritized using specific criteria including but not limited to:
  - Strategic Plan linkage
  - Critical need: life, safety and emergency
  - State/federal mandates: legal binding commitments
  - Operating budget impacts: quantifiable reduced operating costs
  - Maintenance budget impacts: quantifiable reduced maintenance costs
  - Customer service benefits
  - Quality of life
- The Facilities Planning Board makes a presentation and recommendations to the Group General Managers and Chief Financial Officer who then either concur with or modify the recommendations.
- The CINA is presented to the Chief Administrative Officer (CAO) for final staff level review and approval, and then is presented to the Board of Supervisors for its acceptance and referral to the CAO to determine project timing and the funding mechanisms to implement the plan.

Once funding is identified, projects are included in the two-year Operational Plan capital program, usually in the year they are to be initiated. In some instances, resources may be accumulated over time and the project is started only after all the funding is in place. Each organizational Group is responsible for identifying funding sources for its projects. Any long-term financing obligations required for implementation of the CINA must first be approved by the Debt Advisory Committee and then by the Board of Supervisors, as required by Board of Supervisors Policy B-65, *Long-Term Financial Obligation Management Policy*.

The Board of Supervisors or the CAO also may recommend mid-year adjustments to the budget as circumstances warrant to meet emergent requirements or to benefit from unique development or purchase opportunities. A budget adjustment may be made if the project request meets at least one of the following criteria:

- Public or employee health/safety is threatened by existing or imminent conditions.
- The County will face financial harm (property damage, loss of revenue, litigation, etc.) if prompt action is not taken.
- The Board of Supervisors has approved a new program or program change which specifically includes additional space and funding for space-related costs.

Any appropriations remaining in the capital project at the end of the fiscal year automatically roll over into the next fiscal year along with any related encumbrances until the project is completed.

The tables beginning on page 478 provide information for the Capital Program Funds for Lease Payments[1], followed by a list of the County's current outstanding Capital Projects.

[1] Lease Payments are budgeted in the General Fund in Finance Other. In order to consolidate all Capital activity, the Lease Payments detail is displayed at the end of the Capital Program section for informational purposes.

# 2010-11 Capital Appropriations

The Fiscal Year 2010-11 Adopted Operational Plan includes $192.5 million in new appropriations for various capital projects. The following section briefly describes the amount and purpose of each capital item.

## County Operations Center (COC) and Annex Redevelopment - Phase 1B

The Operational Plan includes $119.8 million for Phase 1B of the COC and Annex Redevelopment Project, which will build upon Phase 1A with the addition of two four-story office buildings of 150,000 square feet each and a conference center. The completion of Phase 1B will result in the consolidation and streamlining of County operations by providing office space for County employees currently located at the COC Annex and various leased facilities and by providing additional public facilities for conferences and meetings, as well as providing important continuity-of-operations capability. Construction is planned to commence in early 2011 and be completed in late 2012. The project is funded by: (i) $20.0 million of General Purpose Revenue and (ii) $99.8 million of General Fund fund balance, which includes approximately $21.0 million in cost savings associated with the Medical Examiner & Forensic Center and COC Phase 1A construction projects. Completion of Phase 1B will initiate the disposition of the COC Annex site and the final accommodation of the tenants not moving to the COC. The overall project also has a Phase 2, which includes additional office and parking facilities with related site improvements; however, completion of Phases 1A and 1B will deliver a stand-alone finished project if Phase 2 is not constructed.

## Women's Detention Facility Construction

The existing Las Colinas Women's Detention Facility (LCDF) is located in Santee in east San Diego County. It was converted from a juvenile facility in 1977 and today serves as the primary booking and holding facility for women arrested in San Diego County. The current facility is inadequate to serve projected future inmate populations and, in addition, does not provide for programs to serve the counseling, training and education needs that are vital to reducing the recidivism of women offenders. $55.0 million of General Purpose Revenue is allocated in Fiscal Year 2010-11 toward the new Women's Detention Facility Construction project. This amount will be combined with the $75.0 million budgeted in Fiscal Year 2009-10 to bring the amount set aside for this project to $130.0 million. An additional $70.0 million of General Purpose Revenue is planned to be allocated to the project in Fiscal Year 2011-12. In 2001, the Sheriff's Department completed a Master Plan which, along with subsequent planning efforts incorporating statistical analyses, projected the need for a 1,216-bed replacement women's facility. Preliminary estimates indicate a total cost for the project of approximately $289.2 million, including offsite improvements. In March 2008, the Board of Supervisors approved the submission of an application to the State of California for grant funding under the provisions of Assembly Bill (AB) 900, *the Public Safety and Offender Rehabilitation Services Act of 2007*, to pay for a portion of the costs. While the State of California has announced a conditional award of $100 million for the project, the terms for the acceptance of the award have not been completed.

## Multiple Species Conservation Program

The County of San Diego Multiple Species Conservation Program (MSCP), adopted by the Board of Supervisors in 1997, is an integral part of the County's Department of Parks and Recreation program to acquire land for the use of public parks and open space. The goals of the MSCP are to maintain and enhance the County's unique native habitats and species and to promote regional economic viability through streamlining the land use permitting process. Since 1997, $46.0 million from the General Fund has been spent on MSCP land acquisition, which leveraged $82.0 million in federal, State and local grants, and was used to acquire more than 16,000 acres throughout the county. The amount of grants leveraged decreased in Fiscal Year 2010-11 based on grant funds that were returned due to changes in ownership for certain projects. Funding in Fiscal Year 2010-11 of $10.0 million (based on $7.5 million of General Fund fund balance and $2.5 million in allocated General Purpose Revenue) allows for the continuation of this conservation program.

## Sweetwater Regional Park Energy Efficiency Upgrades

This 540-acre regional park provides extensive facilities for outdoor recreation and camping. Campsites provide water and electricity. The park also provides a covered pavilion with kitchen facilities. Funding of $1.5 million from General Fund fund balance will be used to design and construct a ground based photovoltaic system to provide a clean source of renewable energy and potentially cut energy costs for the park by as much as 70%.

## Sweetwater Lane Park Synthetic Turf

Funding of $2.5 million from General Fund fund balance for the replacement of existing grass fields with synthetic turf will conserve water and allow increased use of the playing fields at Sweetwater Lane Park. Sweetwater Lane Park is an 11-acre park in the Spring Valley community which provides various recreational facilities, including four softball/baseball fields, seven soccer fields, a tot lot, an exercise walkway and a concession building.

## Juvenile Probation Complex Parking Expansion

The Juvenile Probation complex, which is adjacent to the Juvenile Court, includes the Kearny Mesa Juvenile Detention Facility and Juvenile Probation office facilities. Funding of $1.25 million from General Fund fund balance will be used to design and construct approximately 200 spaces on an additional surface parking lot. This project will create additional public parking for those visiting the Juvenile Probation complex and ease parking congestion in the areas adjacent to the complex.

## Agua Caliente Park Campground Improvements

Agua Caliente Park is a 910-acre regional camping park located in the Anza Borrego desert and is best known for its geothermally heated springs. The park's mineral water feeds naturally into two outdoor pools and one indoor therapeutic spa. The park provides 140 campsites and several miles of multi-use trails, a picnic area and amphitheater, among other facilities. Funding of $1.275 million from General Fund fund balance will be used to replace aging underground water, sewer and electrical utilities at the campground and to repair damage resulting from the April 2010 earthquake.

## Animal Services—Replacement Cat Housing Facility in South County

The County of San Diego Department of Animal Services operates three animal shelters throughout the County. This project includes $460,000 to fund the replacement of the existing cat housing facility in the animal shelter located in the community of Bonita. The current facility does not have adequate room nor does it properly showcase the cats. The new facility, which will include housing, interaction areas and cat habitats, will remedy current space, floor plan and public access constraints. Since more adult cats are entering the shelter system and staying for longer periods of time, it is important to be able to display these cats as

favorably as possible. This location has the lowest cat adoption rate among the three County shelters and the replacement building will enhance public perception, increase the visibility of the animals, and have a positive influence on adoptions.

### Animal Services—Multi-Purpose Barn

The Operational Plan includes $200,000 to fund a multi-purpose barn at the Animal Services facility in the community of Bonita. This multi-purpose barn will be a 1,000 square foot structure that will provide: (i) housing for sick, injured or newborn livestock; (ii) a grooming area for dogs and cats; and (iii) housing for animals that are being held for extended periods as evidence in criminal or administrative cases. This project will improve the current conditions, where smaller animals are housed in cages or small pens and larger animals are housed in outdoor covered corrals that expose the animals to the elements. Additionally, there is currently no separate area for animals that are sick, injured or require isolation for other reasons.

### Lakeside Community Center Photovoltaic Improvements

The Operational Plan includes $250,000 to fund the design and construction of a photovoltaic system at the Lakeside Community Center. The Lakeside Community Center is adjacent to Lindo Lake and provides a wide array of programs and services to residents of Lakeside and the surrounding area. The project will be funded by an Energy Efficiency and Conservation Block Grant provided by the American Revenue and Recovery Act of 2009 (ARRA).

### Fallbrook Community Center Photovoltaic Improvements

The Operational Plan includes $250,000 to fund the design and construction of a photovoltaic system at the Fallbrook Community Center. The Fallbrook Community Center hosts a wide variety of recreational and social events and programs for residents in northern San Diego County, and includes a playground, tennis, volleyball, and basketball courts, picnic areas, and a lawn area. The project will be funded by an Energy Efficiency and Conservation Block Grant provided by ARRA funds.

# Operating Impact of Capital Program

The County of San Diego also considers each capital project in terms of its potential impact on the operating budget. Typical areas of impact include additional staffing, one-time costs not budgeted in the Capital Program, ongoing operations and maintenance costs, and debt service payments. The following major capital projects are scheduled for completion during Fiscal Years 2010-12.

## County Operations Center (COC) and Annex Redevelopment — Phase 1A

The Department of General Services of the Community Services Group began construction of Phase 1A of the County Operations Center (COC) and Annex Redevelopment project in March 2009, and anticipates completing construction during Fiscal Year 2010-11. The COC and Annex currently cover nearly 57 acres of land in the Kearny Mesa area north of downtown San Diego. The existing 824,000 square feet of facility space houses 2,280 County employees from 26 County departments. The County also currently leases 120,000 square feet of facility space for 650 employees in support of COC and Annex operations. The existing County facilities are more than 40 years old and are not responsive to present day County operations, public access and energy performance requirements.

Phase 1A, with a total cost of approximately $188.5 million, including furniture and equipment, includes the construction of two office buildings, an energy efficient central plant and one parking structure. This Phase will provide improved working space for the County employees currently located at the COC. The central plant was operational as of August 2009; construction of the two office buildings is on schedule to be completed in October 2010; and the parking structure is scheduled to be completed in February 2011. A portion of Phase 1A construction was funded by lease revenue bonds, which will result in annual debt service of approximately $9.9 million to be paid for by General Purpose Revenue. The final debt service payment will be made in Fiscal Year 2035-36.

## County Operations Center (COC) and Annex Redevelopment — Phase 1B

As noted on page 437, Phase 1B construction will include two additional 150,000 square foot office buildings, a conference center with cafeteria, and improvements to existing COC buildings to accommodate departmental moves. This phase will be entirely cash financed and, therefore, there will be no annual debt service payments.

The complete COC and Annex Redevelopment project aims to consolidate and streamline County operations, achieving the County's objective of redeveloping the existing site to efficiently support the current operational needs of the County. The overall plan includes construction of six 150,000 square foot office buildings, two multi-level parking structures, a new central plant and a conference center with food services. The project will provide a single, cohesive campus for County employees who are currently located at the COC, the Annex and various leased properties; provide more parking and improved access-

ibility to County clients; and is designed to Leadership in Energy and Environmental Design (LEED) Gold standards for improved energy efficiency and sustainability. Completion of this project will avert the need for capital renewal costs that have been projected to be approximately $216 million over a 20-year period, of which over $67 million was to be needed within the first six years.

## Ramona Library

The old Ramona Library is a 5,319 square foot facility built in the early 1970s. It provides an important function as a focal point for the Ramona community, and has the 13th largest circulation among the 35 facilities in the County library system. Since the original library's construction, the population of Ramona has increased six-fold. The current facilities no longer meet the needs of the community and lack the amenities and space for children's and special programs, meeting and performance rooms, additional computers and other service improvements.

The new 21,500 square foot library is located at the County-owned Ramona Intergenerational Community Campus (RICC) parcel at Main Street between 12th and 13th Streets. The new Ramona Library, designed to LEED Silver standards, will be able to accommodate program expansion via a community room and facilities for greater public Internet access. The capital project budget is $10.7 million, and the Friends of the Ramona Library will provide donations to purchase furnishings and equipment. The new library is on schedule to be completed at the end of 2010. The estimated annual operating costs of the new Ramona Library are $64,070 for maintenance and $74,400 for utilities, an increase of $72,030 annually. No additional staff years will be required.

## Fallbrook Library

The old Fallbrook Library was reconstructed in 1987 after fire destroyed the original building, and was 8,100 square feet, serving a population of 44,405. It had the seventh highest circulation in the County Library system, and was no longer meeting the needs of the growing Fallbrook community. Construction for the new library started during fall 2009 on the site of the old library. The new library, designed to LEED Silver standards, and the new construction are consistent with the Fallbrook Community Plan, responding to community input and needs by providing a larger library, including dedicated areas for children and teens, more floor and library materials space, a

community room and more facilities for public Internet access. Parking improvements will be coordinated with the Fallbrook Parking Trust, which owns three parcels on the east side of the library. The Trust will perform improvements to all three lots in coordination with library construction.

The capital project budget is $10.3 million. Funds to furnish the new 19,076 square foot library have been provided by the Friends of the Fallbrook Library, who have so far raised approximately $3 million to enhance, furnish and equip the newly constructed library. The new facility is on schedule to be completed by winter 2010. The estimated annual operating costs of the new Fallbrook Library are $117,640 for maintenance and $45,200 for utilities, an increase of $76,690 annually. There will be no additional staff years required.

## Lincoln Acres Library

The existing Lincoln Acres Library first opened in 1947 and includes 854 square feet of a combination County library/park/community room facility. This facility has been a vital gathering spot for the community and is currently in need of expansion.

The project, initially budgeted in Fiscal Year 2008-09 at approximately $3.2 million, will include the construction of a new, expanded Lincoln Acres library, community room, Sheriff's Office and offices for the Lower Sweetwater Fire Protection District ("Fire Protection District"), which together will be 4,820 square feet. This expansion required acquisition of two adjacent properties on Granger Avenue. One of the properties, a 0.07-acre parcel located at 2711 Granger Avenue, belonged to the Fire Protection District, which transferred the parcel to the County in exchange for temporary and permanent no-cost space to house their administrative offices. The new construction is consistent with the needs of the community and will provide a larger library, including dedicated areas for children and teens, more floor and library materials space, a larger community room and park enhancements, and more facilities for public Internet access. The new facility is designed to LEED Silver standards, and construction began in summer 2010 and is scheduled for completion in spring 2011. A total of $175,000 has been budgeted to furnish and equip the newly constructed library, and the estimated annual operating costs are $16,565 for maintenance and $20,685 for utilities, an increase of $26,050 annually. No additional staff years will be required.

## San Pasqual Academy Reconstruction

During the wildfires of 2007, 24 buildings were destroyed at the San Pasqual Academy, a residential education campus designed for foster teens. The San Pasqual Academy reconstruction project, established in the Fiscal Year 2008-09 Adopted Operational Plan, includes the replacement of residential and administrative facilities destroyed in the fire and provides related infrastructure improvements. Design is anticipated to begin in mid-2010. Construction is planned to start in early 2011 and be completed by the end of 2011.

The reconstruction project will include approximately 30 new residential units housed in 14 new LEED Silver certified buildings; the units will include single-family, multi-family and studio units ranging in size from 400 to 1,850 square feet and will provide housing for foster grandparents, staff and alumni students. Residential units are structured as single family-style homes with a living room, kitchen, dining room and laundry space. Subject to final bids, the reconstruction project may include a new 7,000 square foot administration building that will provide office space in

separate wings for County and contracted staff. The administration building would feature a shared waiting area, restrooms and meeting accommodations in a central zone.

As part of the reconstruction of the San Pasqual Academy campus, it will be necessary to upgrade roads, sewer, water and fire protection infrastructure. The reconstruction project cost is estimated to be $11.6 million if the administration building is included in the project; the cost will be mainly funded by insurance proceeds. No additional staff years will be required.

# Capital Program Summary

## Budget by Fund

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Capital Outlay Fund | $ 64,873,518 | $ 14,720,000 | $ 305,330,395 | $ 94,143,056 | $ 136,235,000 | $ 2,500,000 |
| County Health Complex | 15,314,660 | — | 18,932 | 18,932 | — | — |
| Justice Facility Construction Fund | 35,936,944 | 75,000,000 | 108,794,765 | 12,178,473 | 56,250,000 | 70,000,000 |
| Library Projects Fund | 3,161,888 | — | 25,930,848 | 10,893,604 | — | — |
| Edgemoor Development Fund | 6,284,143 | 9,968,982 | 10,332,514 | 9,566,578 | 9,692,095 | 9,620,645 |
| Total | $ 125,571,153 | $ 99,688,982 | $ 450,407,454 | $ 126,800,642 | $ 202,177,095 | $ 82,120,645 |

## Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Services & Supplies | $ 963,582 | $ 903,907 | $ 1,267,439 | $ 501,503 | $ 407,000 | $ 341,000 |
| Other Charges | — | — | 1,284,876 | 1,284,876 | — | — |
| Capital Assets/Land Acquisition | 119,287,010 | 89,720,000 | 438,790,064 | 115,949,188 | 192,485,000 | 72,500,000 |
| Reserve/Designation Increase | — | 250,000 | 250,000 | 250,000 | — | — |
| Operating Transfers Out | 5,320,561 | 8,815,075 | 8,815,075 | 8,815,075 | 9,285,095 | 9,279,645 |
| Total | $ 125,571,153 | $ 99,688,982 | $ 450,407,454 | $ 126,800,642 | $ 202,177,095 | $ 82,120,645 |

## Budget by Categories of Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Revenue From Use of Money & Property | $ 802,959 | $ 515,239 | $ 515,239 | $ 401,134 | $ 429,553 | $ 657,309 |
| Intergovernmental Revenue | 8,338,199 | 6,974,935 | 20,355,600 | 6,550,940 | 6,208,883 | 4,634,546 |
| Miscellaneous Revenues | 953,638 | — | 2,937,244 | 3,788,333 | — | — |
| Other Financing Sources | 110,047,964 | 91,948,808 | 426,038,879 | 113,577,426 | 191,985,000 | 72,500,000 |
| Reserve/Designation Decreases | 250,000 | 250,000 | 250,000 | 250,000 | — | — |
| Use of Fund Balance | 5,178,393 | — | 310,491 | 2,232,809 | 3,553,659 | 4,328,790 |
| Total | $ 125,571,153 | $ 99,688,982 | $ 450,407,454 | $ 126,800,642 | $ 202,177,095 | $ 82,120,645 |

## Revenue Detail

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Interest on Deposits & Investments | $ 403,551 | $ 225,093 | $ 225,093 | $ 140,720 | $ 185,671 | $ 97,309 |
| Rents & Concessions | 334,063 | 290,146 | 290,146 | 260,414 | 243,882 | 560,000 |
| Recreation Areas | 59,815 | — | 2,473,000 | 290,342 | — | — |
| Highways | — | — | — | (2,569) | — | — |
| State Construction Other | — | — | 52,576 | — | — | — |
| State Coastal Protection Bonds Proposition 12 | 53,968 | — | 539,257 | 104,477 | — | — |
| State Coastal Protection Bonds Proposition 40 | 2,635,978 | 2,625,000 | 8,257,013 | 4,274,437 | — | — |
| State Coastal Protection Bonds Proposition 50 | 360,470 | — | 1,031,038 | 839,530 | — | — |
| St. Aid - Other State Grants | (41,815) | — | — | — | — | — |
| Fed Aid Recreation | — | — | 1,000,000 | — | — | — |
| Fed. Aid HUD CDBG | 501,003 | 295,000 | 1,478,988 | 803,607 | — | — |
| Fed Transportation and HUD Appropriation Act | — | — | 247,500 | 244,719 | — | — |
| Federal Other | — | 4,054,935 | 4,054,935 | — | 5,708,883 | 4,634,546 |
| Other Governmental | — | — | 1,150,000 | — | — | — |
| Federal ARRA - Energy, Efficiency & Conservation Block Grant | — | — | — | — | 500,000 | — |
| Federal Other Federal Grants | 4,768,781 | — | 71,293 | (3,604) | — | — |
| Miscellaneous Revenue Prior Year | — | — | — | (68,364) | — | — |
| Donations From Private Party | — | — | 15,698 | — | — | — |
| Miscellaneous Revenue Other | — | — | — | 2,681,819 | — | — |
| Other Miscellaneous | 950,002 | — | 2,921,546 | 1,174,878 | — | — |
| Operating Transfer From General Fund | 80,359,810 | 90,800,000 | 255,565,458 | 50,819,482 | 191,985,000 | 72,500,000 |
| Operating Transfer From Road Fund | 22,600 | — | 480,900 | 2,950 | — | — |
| Operating Transfer From Parkland Dedication | 405,459 | — | 1,945,992 | 1,149,697 | — | — |
| Operating Transfer From Other Special | — | — | 360,000 | 122,240 | — | — |
| Operating Transfer From Library Fund | 217,731 | — | — | — | — | — |

*[1] Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.*

## Revenue Detail

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Operating Transfer From Asset Forfeiture Funds | — | — | 3,124,000 | — | — | — |
| Operating Transfer From Proposition 172 Fund | 379,509 | — | 3,605,561 | — | — | — |
| Operating Transfer From Capital Outlay Fund | 3,045,560 | — | — | — | — | — |
| Reimbursement From SANCAL (Bond Proceeds) | 4,651,504 | — | — | — | — | — |
| Reimbursement From SDRBA COC (General Fund) | — | — | 67,133,948 | — | — | — |
| Reimbursement From SDRBA COC - Bond Proceeds | 20,965,790 | — | 86,219,154 | 61,467,604 | — | — |
| Proceeds from Solid Waste | — | — | 6,250,786 | — | — | — |
| Sale of Fixed Assets | — | 1,148,808 | 1,353,080 | 15,453 | — | — |
| Designated Justice System | — | 250,000 | — | — | — | — |
| General Reserve - All Funds | 250,000 | — | 250,000 | 250,000 | — | — |
| Use of Fund Balance | 5,247,373 | — | 310,490 | 2,232,809 | 3,553,659 | 4,328,790 |
| Total | $ 125,571,153 | $ 99,688,982 | $ 450,407,454 | $ 126,800,642 | $ 202,177,095 | $ 82,120,645 |

*[1] Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.*

# Capital Outlay Fund

## Capital Outlay Fund

### Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Services & Supplies | $ — | $ — | $ 1,284,876 | $ 1,284,876 | $ — | $ — |
| Capital Assets/Land Acquisition | 64,873,518 | 14,720,000 | 304,045,519 | 92,858,180 | 136,235,000 | 2,500,000 |
| Total | $ 64,873,518 | $ 14,720,000 | $ 305,330,395 | $ 94,143,056 | $ 136,235,000 | $ 2,500,000 |

### Capital Projects Detail

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | |
| KK4463 HHSA Office Parking Structure | $ — | $ — | $ 1,284,876 | $ 1,284,876 | $ — | $ — |
| **Total - Services and Supplies** | $ — | $ — | $ 1,284,876 | $ 1,284,876 | $ — | $ — |
| | | | | | | |
| **Capital Assets/Land Acquisition** | | | | | | |
| KA0551 Escondido Creek Acquisition | $ 1,442,580 | $ — | $ 1,844,016 | $ 1,699,680 | $ — | $ — |
| KN3414 Felicita Park Improvements | 8,692 | — | 1,445,372 | 112,065 | — | — |
| KN4481 San Dieguito Recycled Water Retrofit Improvements | — | — | 68,394 | — | — | — |
| KN2630 Tijuana River Valley Regional Park Fencing | 9,308 | — | 20,665 | 20,452 | — | — |
| KN2669 Sweetwater Regional Park Equestrian Center Phase I | — | — | 117,556 | — | — | — |
| KN2752 Otay Valley Regional Park Fencing/Trees | 16,716 | — | 13,071 | 1,231 | — | — |
| KN2968 Cactus Park Sports Fields | — | — | 7,002 | — | — | — |
| KN3407 Lindo Lake Well | — | — | 33,604 | — | — | — |
| KK3421 County Administration Center Waterfront Park | — | — | 6,883,930 | 225 | — | — |

[1] *Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.*

## Capital Projects Detail

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| KN3432 San Luis Rey River Park Planning and Development | 116,036 | — | 5,089,626 | 35,147 | — | — |
| KA3438 Volcan Mountain West Acquisition | 1,854,276 | — | 220,147 | 44,146 | — | — |
| KK6100 Underground Fuel Storage Tank Replacement | — | — | — | (68,364) | — | — |
| KN7022 Otay Lakes Park Restoration | 2,398 | — | 38,431 | 2,674 | — | — |
| KA9500 Multiple Species Conservation Program | 6,306,400 | 10,000,000 | 25,919,872 | 9,752,207 | 10,000,000 | 2,500,000 |
| KK0865 Spring Valley Gymnasium | 78,286 | — | 123,032 | 46,392 | — | — |
| KN3106 Sweetwater Summit Campground and Local Park Improvements | 320,372 | — | 5,016,474 | 2,312,215 | — | — |
| KN4464 San Elijo Lagoon Nature Center Expansion | 3,436,114 | — | 198,582 | 27,924 | — | — |
| KA4478 Valley Park Acquisition | — | — | 493,773 | — | — | — |
| KN9032 Collier Park Facility Design | — | — | 3,310 | 3,310 | — | — |
| KN5303 Pine Valley Ballfield Improvements | 10,250 | — | 434,671 | 79,132 | — | — |
| KN3415 Guajome Park Playground/Restroom/Dock Improvements | 7,336 | — | 38,614 | — | — | — |
| KA5321 Stowe Trail Acquisition | 7,526 | — | 509,658 | 8,585 | — | — |
| KA5325 San Luis Rey River Park Acquisition | 30,080 | 2,625,000 | 2,702,614 | 2,634,570 | — | — |
| KN3419 Sweetwater Trails/ Bikeways Construction | 752,930 | — | 1,503,162 | 341,291 | — | — |
| 1008292 Americans With Disabilities Act Ballfield | 64,715 | — | 587,877 | 24,998 | — | — |
| KA0550 Otay Valley Regional Park Phase II Acquistion | 13,000 | — | 170,053 | 1,329 | — | — |
| 1008954 East County Trails Acquisition | 2,489 | — | 219,299 | 11,356 | — | — |
| KK0866 Edgemoor Skilled Nursing Facility | 10,087,239 | — | 570,595 | 155,437 | — | — |
| 1009548 Lakeside Soccer Fields Acquisition | — | — | 789,937 | — | — | — |

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## Capital Projects Detail

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| KN3412 Lakeside Baseball Park | 5,196,126 | — | 249,799 | 49,037 | — | — |
| 1009268 Otay Valley Regional Park Trail Improvements | 818,373 | — | 5,597,345 | 3,028,241 | — | — |
| 1010429 Heritage Park Victorian Home Improvements | — | — | 4,000,000 | 1,578,137 | — | — |
| 1010431 Otay Valley Regional Park Staging Area | — | — | 211,981 | — | — | — |
| 1010432 Otay Valley Regional Park Active Recreation Area | 43,354 | — | 338,478 | 331,162 | — | — |
| 1010593 Heise Well Replacement | 180,953 | — | 5,275 | 5,275 | — | — |
| 1010977 Otay Valley Regional Park Local Staging Area | — | — | 300,000 | 76,026 | — | — |
| 1010973 Tijuana River Valley Sports Complex Concept Plan | 115,454 | — | 351,149 | 41,898 | — | — |
| 1010406 Hilton Head Park Phase II Improvements | 529,618 | — | 145,915 | 72,849 | — | — |
| 1009269 Lindo Lake Boathouse Restoration | 175,104 | — | 154,324 | 62 | — | — |
| 1011443 Agua Caliente Pavilion Replacement | 14,530 | — | 260,470 | 234,553 | — | — |
| 1011445 Tijuana River Valley Trails Habitat Restoration | 259,582 | — | 199,802 | 76,759 | — | — |
| 1011448 Los Penasquitos Adobe/Barn ADA | — | — | 100,000 | 99,115 | — | — |
| 1011449 Ranger Housing Improvements | 27,780 | — | 2,472,220 | 813,487 | — | — |
| KN5498 Spring Valley Community Center Expansion | 63,275 | — | 1,708,972 | 1,280,400 | — | — |
| 1011214 County Operations Center | 28,831,843 | — | 153,508,696 | 61,467,604 | — | — |
| 1011440 Fire Erosion Control Hellhole Canyon | 45,899 | — | 30,713 | 28,236 | — | — |
| 1011441 Fire Erosion Control El Capitan | 59,000 | — | 738 | 738 | — | — |

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## Capital Projects Detail

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| 1011442 Fire Recovery Erosion Control William Heise Park | 139,297 | — | 12,440 | 5,557 | — | — |
| 1011679 San Pasqual Academy Tech and Career Information Center | 849,275 | — | 188,420 | — | — | — |
| 1011952 Mt Olympus Preserve Improvements | — | — | 350,000 | 11,619 | — | — |
| 1012286 San Pasqual Academy Residences | 1,548 | — | 9,149,400 | 503,242 | — | — |
| 1012285 HHSA PSG CSG Office Relocations | — | — | 47,505,000 | 461,139 | — | — |
| 1012343 Hilton Head Park Irrigation | 11,739 | — | 88,261 | 85,913 | — | — |
| 1012504 MSCP Lauderbaugh Land Acquisition | 210,426 | — | 47,274 | 47,274 | — | — |
| 1013103 Lakeside Community Center Photovoltaic System | 6,538 | — | 293,462 | 81,652 | 250,000 | — |
| 1013102 Jess Martin Exercise Path and Park Improvements | 3,931 | 295,000 | 639,950 | 509,739 | — | — |
| 1012922 Guajome Regional Park Improvements | — | — | 122,711 | 91,016 | — | — |
| 1013360 Heritage County Park Improvements | — | — | 137,500 | 79,966 | — | — |
| 1012152 Oakoasis Park Improvement | 36,218 | — | 1,282,180 | 96,688 | — | — |
| 1013478 San Luis Rey Bonsall Land Project | — | — | 2,103,500 | 2,103,500 | — | — |
| 1014261 MSCP Bonsall Land Project | — | — | 1,401,850 | 1,300,300 | — | — |
| 1014138 Whaley Compound ADA Improvements | — | — | 100,000 | — | — | — |
| 1014134 Tijuana River Valley Trail Construction | — | — | 1,323,999 | — | — | — |
| 1014666 San Pasqual Academy Water Well | — | — | 250,000 | 127 | — | — |
| 1014255 San Pasqual Academy Sports Field | — | — | 60,000 | 51,300 | — | — |
| 1014252 Guajome Park Photovoltaic System | — | 1,100,000 | 1,100,000 | 19,805 | — | — |

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## Capital Projects Detail

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| 1014253 Sweetwater Lane Synthetic Turf Improvement | — | 700,000 | 700,000 | 63,506 | 2,500,000 | — |
| 1014256 Oak Country II Trail | — | — | 493,298 | 71,430 | — | — |
| 1014131 San Pasqual Academy Admin Bldg | — | — | 900,600 | — | — | — |
| 1014260 Mt Empire Community Playground | — | — | 569,700 | 154,172 | — | — |
| 1014130 Collier Park Soccer Arena | — | — | 622,046 | — | — | — |
| 1014129 Live Oak Amphitheater | — | — | 71,000 | — | — | — |
| 1014142 Santa Ysabel Nature Center | — | — | 125,000 | 22,861 | — | — |
| 1014124 Energy Upgrades to Park Facilities Sweetwater Regional | — | — | — | — | 1,500,000 | — |
| 1014125 County Operations Center & Annex Phase 1B | — | — | — | — | 119,800,000 | — |
| 1014126 Animal Shelter Replacement Cat Housing Facility | — | — | — | — | 460,000 | — |
| 1014127 Animal Shelter Multi-Purpose Barn | — | — | — | — | 200,000 | — |
| 1014351 Agua Caliente Water and Sewer Electric Line Replacement | — | — | — | — | 1,275,000 | — |
| 1014254 Bancroft Rock House Restoration and Improvements | — | — | 473,000 | 291,624 | — | — |
| KN3406 Sweetwater Park State Route 125 Mitigation | — | — | 52,576 | — | — | — |
| 1010407 Guajome Regional Park Restrooms | 6,399 | — | 368,601 | 30,667 | — | — |
| 1011720 Trans-County Trail Acquisition | 19,324 | — | (19,324) | (19,324) | — | — |
| 1011721 Trans-County Trail Development | 2,317 | — | (2,317) | (2,317) | — | — |
| 1014257 El Monte Trail and Staging Area | — | — | 375,000 | 235,421 | — | — |
| 1010779 Campo Community Center Stormwater System Improvement | — | — | 32,635 | — | — | — |

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## Capital Projects Detail

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| 1011387 Lincoln Acres Community Center ADA Ramp | — | — | (9,774) | (9,774) | — | — |
| 1011719 Clemmens Lane Park Design | 220,519 | — | 563,814 | 563,814 | — | — |
| 1012118 Campo Community Center | 188,526 | — | 18,266 | 18,266 | — | — |
| 1014259 Live Oak Park Recreational Area | — | — | 200,000 | 3,495 | — | — |
| KA2973 Trail Easement Acquisitions | — | — | 65,183 | — | — | — |
| 1014353 Fallbrook Community Center Photovoltaic Improvements | — | — | — | — | 250,000 | — |
| KA4480 I-122 Allotment - Supervisorial District 5 Acquisitions | 831,144 | — | 8,656 | — | — | — |
| 1014133 I-122 Loss Allotment - Supervisorial District 2 Acquisition | — | — | 240,600 | — | — | — |
| KN4452 Simon Preserve/ Trail Construction | — | — | 75,000 | — | — | — |
| KN6329 Goodan Ranch Compound Improvements | 43,941 | — | 6,690 | 154 | — | — |
| 1014137 Brodiaea Restoration Enhancement and Protection | — | — | 50,000 | — | — | — |
| 1012325 Lindo Lake ADA Fitness Area | 39,086 | — | 160,913 | 144,244 | — | — |
| KN8015 Guajome Regional Park Community Sport Fields and Visitor Center | — | — | 211,198 | — | — | — |
| KN5491 Fallbrook Community Center Interior Remodel Design | 3,635 | — | 6,774 | 6,774 | — | — |
| 1012953 Lindo Lake Tennis Courts Renovation | 12,509 | — | 203,491 | 197,120 | — | — |
| 1013224 Valle De Oro Park Improvements | — | — | 83,000 | 80,724 | — | — |
| 1013145 Rios Canyon Park Disabled Access Improvements | — | — | 100,000 | 92,271 | — | — |
| 1014146 San Dieguito Park Improvements | — | — | 660,000 | 122,240 | — | — |

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## Capital Projects Detail

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| KA8950 Wastesite Land Acquisitions | — | — | 6,250,786 | — | — | — |
| 1012950 Fallbrook Community Center | — | — | 100,000 | 97,728 | — | — |
| 1012951 County Reserve Fire Recovery | 8,015 | — | 239,977 | 98,650 | — | — |
| 1012937 Lakeside Washrack | 22,600 | — | 480,900 | 2,950 | — | — |
| KN7915 Rancho Guajome Adobe Restoration | 2,596 | — | — | — | — | — |
| KA1557 Bancroft Park Acquisition | (1,282) | — | — | — | — | — |
| KN3401 Jess Martin Park Sportsfield | 1,410 | — | (2,058) | (2,058) | — | — |
| 1010299 Aqua Caliente Ranger Housing | 81,519 | — | — | — | — | — |
| 1010592 Stelzer Well Replacement | 88,893 | — | — | — | — | — |
| KA1562 North County Open Space | 2,888 | — | — | — | — | — |
| KA5324 Lakeside Sports Park Acquisition | 641,071 | — | — | — | — | — |
| KK4463 HHSA Office Parking Structure | 7,500 | — | (1,284,876) | (1,284,876) | — | — |
| KA2955 Aqua Caliente Park | 76,349 | — | — | — | — | — |
| KN6019 Heritage Park Carousel | 614 | — | — | — | — | — |
| 1011450 Fallbrook Community Center Playground Shade Structures | 118,035 | — | — | — | — | — |
| 1011454 Ramona Collier Park Playground Shade Structures | 129,975 | — | — | — | — | — |
| 1011462 Spring Valley Community Park ADA Perimeter Path | 65 | — | — | — | — | — |
| KK0880 Spring Valley Teen Center | 5,518 | — | — | — | — | — |
| 1008289 Lake Morena Pacific Crest Trail Staging/ Camping Area | 26,087 | — | — | — | — | — |
| 1010184 Lakeside Linkage Habitat Enhancement | 607 | — | — | — | — | — |

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## Capital Projects Detail

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| 1008291 Mountain Empire Community Center Playground | 48,012 | — | — | — | — | — |
| 1011722 Live Oak Park Pavilion Phase II | 59,040 | — | — | — | — | — |
| **Total - Capital Assets/ Land Acquisition** | $ 64,873,518 | $ 14,720,000 | $ 304,045,519 | $ 92,858,180 | $ 136,235,000 | $ 2,500,000 |
| | | | | | | |
| **Total Capital Outlay Fund** | $ 64,873,518 | $ 14,720,000 | $ 305,330,395 | $ 94,143,056 | $ 136,235,000 | $ 2,500,000 |

## Funding Source

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Operating Transfer From General Fund** | | | | | | |
| KA0551 Escondido Creek Acquisition * | $ 1,442,580 | $ — | $ 962,358 | $ 820,592 | $ — | $ — |
| KN3414 Felicita Park Improvements * | 11,263 | — | 1,342,801 | 16,950 | — | — |
| KN4481 San Dieguito Recycled Water Retrofit Improvements * | 233 | — | 68,394 | — | — | — |
| KN2630 Tijuana River Valley Regional Park Fencing | 9,308 | — | 20,665 | 20,452 | — | — |
| KN2669 Sweetwater Regional Park Equestrian Center Phase I | — | — | 117,556 | — | — | — |
| KN2752 Otay Valley Regional Park Fencing/Trees | 16,716 | — | 13,071 | 1,231 | — | — |
| KN2968 Cactus Park Sports Fields | — | — | 7,002 | — | — | — |
| KN3407 Lindo Lake Well | — | — | 33,604 | — | — | — |
| KK3421 County Administration Center Waterfront Park | — | — | 6,883,930 | 225 | — | — |
| KN3432 San Luis Rey River Park Planning and Development | 116,036 | — | 3,089,626 | 35,147 | — | — |
| ** Multiple funding sources* | | | | | | |

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## Funding Source

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| KA3438 Volcan Mountain West Acquisition * | 1,654,276 | — | 220,147 | 44,146 | — | — |
| KN7022 Otay Lakes Park Restoration * | 2,398 | — | 38,431 | 6,278 | — | — |
| KA9500 Multiple Species Conservation Program * | 1,556,400 | 10,000,000 | 22,135,012 | 9,752,207 | 10,000,000 | 2,500,000 |
| KK0865 Spring Valley Gymnasium * | 78,286 | — | 123,032 | 46,392 | — | — |
| KN3106 Sweetwater Summit Campground and Local Park Improvements * | 255,827 | — | 3,801,311 | 1,599,785 | — | — |
| KN4464 San Elijo Lagoon Nature Center Expansion* | 2,109,857 | — | 195,801 | 27,924 | — | — |
| KA4478 Valley Park Acquisition | — | — | 493,773 | — | — | — |
| KN9032 Collier Park Facility Design | — | — | 3,310 | 3,310 | — | — |
| KN5303 Pine Valley Ballfield Improvements | 10,250 | — | 434,671 | 79,132 | — | — |
| KN3415 Guajome Park Playground/Restroom/Dock Improvements * | 10,875 | — | 35,076 | — | — | — |
| KN7915 Rancho Guajome Adobe Restoration | 2,596 | — | — | — | — | — |
| KA5321 Stowe Trail Acquisition | 7,526 | — | 509,658 | 8,585 | — | — |
| KA5325 San Luis Rey River Park Acquisition * | 30,080 | — | 77,614 | 9,570 | — | — |
| KN3419 Sweetwater Trails/ Bikeways Construction* | 355,122 | — | 1,503,162 | 341,291 | — | — |
| 1008292 Americans With Disabilities Act Ballfield * | 53,272 | — | 587,877 | 24,998 | — | — |
| KA0550 Otay Valley Regional Park Phase II Acquistion * | 13,000 | — | 137,216 | 1,329 | — | — |
| 1008954 East County Trails Acquisition | 2,489 | — | 219,299 | 11,356 | — | — |
| KK0866 Edgemoor Skilled Nursing Facility * | 2,390,174 | — | 570,595 | 155,437 | — | — |
| 1009548 Lakeside Soccer Fields Acquisition | — | — | 789,937 | — | — | — |
| KN3412 Lakeside Baseball Park | 5,196,126 | — | 249,799 | 49,037 | — | — |
| ** Multiple funding sources* | | | | | | |

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## Funding Source

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|---|---|---|---|---|---|---|
| 1009268 Otay Valley Regional Park Trail Improvements * | 195,100 | — | 3,829,110 | 1,854,006 | — | — |
| 1010429 Heritage Park Victorian Home Improvements | — | — | 4,000,000 | 1,578,137 | — | — |
| 1010431 Otay Valley Regional Park Staging Area | — | — | 211,981 | — | — | — |
| 1010432 Otay Valley Regional Park Active Recreation Area | 43,354 | — | 338,478 | 331,162 | — | — |
| 1010593 Heise Well Replacement | 180,953 | — | 5,275 | 5,275 | — | — |
| 1010977 Otay Valley Regional Park Local Staging Area | — | — | 300,000 | 76,026 | — | — |
| 1010973 Tijuana River Valley Sports Complex Concept Plan | 115,454 | — | 351,149 | 41,898 | — | — |
| 1010406 Hilton Head Park Phase II Improvements * | 107,266 | — | 17,094 | — | — | — |
| 1009269 Lindo Lake Boathouse Restoration * | 48,367 | — | 153,020 | 62 | — | — |
| 1011443 Agua Caliente Pavilion Replacement | 14,530 | — | 260,470 | 234,553 | — | — |
| 1011445 Tijuana River Valley Trails Habitat Restoration | 259,582 | — | 199,802 | 76,759 | — | — |
| 1011448 Los Penasquitos Adobe/Barn ADA | — | — | 100,000 | 99,115 | — | — |
| 1011449 Ranger Housing Improvements | 27,780 | — | 2,472,220 | 813,487 | — | — |
| KN5498 Spring Valley Community Center Expansion * | 5,128 | — | 337,568 | 278,826 | — | — |
| 1011214 County Operations Center * | 7,866,053 | — | 155,594 | — | — | — |
| 1011440 Fire Erosion Control Hellhole Canyon | 45,899 | — | 30,713 | 28,236 | — | — |
| 1011441 Fire Erosion Control El Capitan | 59,000 | — | 738 | 738 | — | — |
| 1011442 Fire Recovery Erosion Control William Heise Park | 139,297 | — | 12,440 | 5,557 | — | — |
| ** Multiple funding sources* | | | | | | |

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## Funding Source

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| 1011679 San Pasqual Academy Tech and Career Information Center | 849,275 | — | 188,420 | — | — | — |
| 1011952 Mt Olympus Preserve Improvements | — | — | 350,000 | 11,619 | — | — |
| 1012286 San Pasqual Academy Residences | 1,548 | — | 9,149,400 | 503,242 | — | — |
| 1012285 HHSA PSG CSG Office Relocations | — | — | 47,505,000 | 461,139 | — | — |
| 1012343 Hilton Head Park Irrigation | 11,739 | — | 88,261 | 85,913 | — | — |
| 1012504 MSCP Lauderbaugh Land Acquisition | 210,426 | — | 47,274 | 47,274 | — | — |
| 1013103 Lakeside Community Center Photovoltaic System * | 6,538 | — | 293,462 | 81,652 | — | — |
| 1013102 Jess Martin Exercise Path and Park Improvements * | — | — | 303,882 | 303,882 | — | — |
| 1012922 Guajome Regional Park Improvements | — | — | 122,711 | 91,016 | — | — |
| 1013360 Heritage County Park Improvements | — | — | 137,500 | 79,966 | — | — |
| 1012152 Oakoasis Park Improvement * | — | — | 30,913 | — | — | — |
| 1013478 San Luis Rey Bonsall Land Project | — | — | 2,103,500 | 2,103,500 | — | — |
| 1014261 MSCP Bonsall Land Project | — | — | 1,401,850 | 1,300,300 | — | — |
| 1011447 Whaley Compound ADA Improvements | — | — | 100,000 | — | — | — |
| 1014134 Tijuana River Valley Trail Construction * | — | — | 323,999 | — | — | — |
| 1014666 San Pasqual Academy Water Well | — | — | 250,000 | 127 | — | — |
| 1014255 San Pasqual Academy Sports Field | — | — | 60,000 | 51,300 | — | — |
| 1014252 Guajome Park Photovoltaic System | — | 1,100,000 | 1,100,000 | 19,805 | — | — |
| 1014253 Sweetwater Lane Synthetic Turf Improvement | — | 700,000 | 700,000 | 63,506 | 2,500,000 | — |
| ** Multiple funding sources* | | | | | | |

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## Funding Source

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| 1014256 Oak Country II Trail* | — | — | 11,707 | 329 | — | — |
| 1014131 San Pasqual Academy Admin Bldg | — | — | 900,600 | — | — | — |
| 1014260 Mt Empire Community Playground * | — | — | 119,700 | 2,267 | — | — |
| 1014130 Collier Park Soccer Arena | — | — | 622,046 | — | — | — |
| 1014129 Live Oak Amphitheater | — | — | 71,000 | — | — | — |
| 1014142 Santa Ysabel Nature Center | — | — | 125,000 | 22,861 | — | — |
| 1014124 Energy Upgrades to Park Facilities Sweetwater Regional | — | — | — | — | 1,500,000 | — |
| 1014125 County Operations Center & Annex Phase 1B | — | — | — | — | 119,800,000 | — |
| 1014126 Animal Shelter Replacement Cat Housing Facility | — | — | — | — | 460,000 | — |
| 1014127 Animal Shelter Multi-Purpose Barn | — | — | — | — | 200,000 | — |
| 1014351 Agua Caliente Water and Sewer Electric Line Replacement | — | — | — | — | 1,275,000 | — |
| 1011720 Trans-County Trail Acquisition * | — | — | 18,752 | 18,752 | — | — |
| 1000174 Lake Morena Park Equipment * | 5,204 | — | — | — | — | — |
| 1000185 San Elijo Acquisitions * | 66,415 | — | — | — | — | — |
| 1000200 William Heise Playground Restroom* | 917 | — | — | — | — | — |
| 1000211 Volcan Mountain Restoration Erosion * | 1,803 | — | — | — | — | — |
| 1010299 Aqua Caliente Ranger Housing | 81,519 | — | — | — | — | — |
| 1010592 Stelzer Well Replacement | 88,893 | — | — | — | — | — |
| KA1562 North County Open Space * | 10,146 | — | — | — | — | — |
| KA5324 Lakeside Sports Park Acquisition * | 529,221 | — | — | — | — | — |
| ** Multiple funding sources* | | | | | | |

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## Funding Source

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| KK4463 HHSA Office Parking Structure | 7,500 | — | — | — | — | — |
| KA2955 Agua Caliente Campground Improvements | 76,349 | — | — | — | — | — |
| KN3401 Jess Martin Park Sportsfield * | 1,410 | — | — | — | — | — |
| KN3408 Los Penasquitos Trail Restoration * | 88 | — | — | — | — | — |
| KN6019 Heritage Park Carousel | 614 | — | — | — | — | — |
| **Total - Operating Transfer From General Fund** | $ 26,382,058 | $ 11,800,000 | $ 123,565,357 | $ 23,727,658 | $ 135,735,000 | $ 2,500,000 |
| | | | | | | |
| **Highways** | | | | | | |
| KA0551 Escondido Creek Acquisitions * | $ — | $ — | $ — | $ (2,569) | $ — | $ — |
| **Total - Highways** | $ — | $ — | $ — | $ (2,569) | $ — | $ — |
| | | | | | | |
| **Recreation Areas** | | | | | | |
| 1000185 San Elijo Acquisitions * | $ 68,442 | $ — | $ — | $ — | $ — | $ — |
| KA5325 San Luis Rey River Park Acquisition * | — | — | 2,000,000 | — | — | — |
| KA1557 Bancroft Park Acquisition * | (1,282) | — | — | (1,282) | — | — |
| 1014254 Bancroft Rock House Restoration and Improvements | — | — | 473,000 | 291,624 | — | — |
| KA1562 North County Open Space * | (7,258) | — | — | — | — | — |
| KN3408 Los Penasquitos Trail Restoration * | (88) | — | — | — | — | — |
| **Total - Recreation Areas** | $ 59,814 | $ — | $ 2,473,000 | $ 290,342 | $ — | $ — |
| | | | | | | |
| **State Construction - Other** | | | | | | |
| KN3406 Sweetwater Park State Route 125 Mitigation | $ — | $ — | $ 52,576 | $ — | $ — | $ — |
| **Total - State Construction - Other** | $ — | $ — | $ 52,576 | $ — | $ — | $ — |
| ** Multiple funding sources* | | | | | | |

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## Funding Source

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **State Proposition 12** | | | | | | |
| KN4464 San Elijo Lagoon Nature Center Expansion * | $ — | $ — | $ — | $ (17,560) | $ — | $ — |
| KN3106 Sweetwater Summit Campground and Local Park Improvements * | (154,241) | — | 154,241 | 98,697 | — | — |
| 1014256 Oak Country II Trail* | — | — | 424,994 | 23,340 | — | — |
| KN5498 Spring Valley Community Center Expansion * | 41,283 | — | (41,282) | — | — | — |
| 1009269 Lindo Lake Boathouse Restoration * | 126,737 | — | 1,304 | — | — | — |
| 1000174 Lake Morena Park Equipment * | (5,204) | — | — | — | — | — |
| 1000185 San Elijo Acquisitions * | (54,543) | — | — | — | — | — |
| 1000200 William Heise Playground Restroom * | (917) | — | — | — | — | — |
| 1005258 Lakeside Baseball Park * | 17,560 | — | — | — | — | — |
| 1005265 Santa Maria Creek Acquisition Phase II * | (40,000) | — | — | — | — | — |
| 1008292 Americans With Disabilities Act Ball Field * | 11,443 | — | — | — | — | — |
| KA5324 Lakeside Sports Park Acquisition * | 111,850 | — | — | — | — | — |
| **Total - State Proposition 12** | $ 53,968 | $ — | $ 539,257 | $ 104,477 | $ — | $ — |
| | | | | | | |
| **State Proposition 40** | | | | | | |
| KA9500 Multiple Species Conservation Program * | $ — | $ — | $ 2,600,000 | $ — | $ — | $ — |
| KA1557 Bancroft Park Acquisition * | — | — | — | 1,282 | — | — |
| KA5325 San Luis Rey River Park Acquisition | — | 2,625,000 | 2,625,000 | 2,625,000 | — | — |
| 1014256 Oak Country II Trail* | — | — | 41,144 | 32,308 | — | — |
| KN3106 Sweetwater Summit Campground and Local Park Improvements * | 218,786 | — | 872,103 | 613,733 | — | — |
| ** Multiple funding sources* | | | | | | |

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## Funding Source

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| KN4464 San Elijo Lagoon Nature Center Expansion * | 1,267,373 | — | (244,719) | (227,159) | — | — |
| KN5498 Spring Valley Community Center Expansion * | 16,864 | — | 882,687 | 668,773 | — | — |
| 1009268 Otay Valley Regional Park Trail Improvements * | 262,803 | — | 737,197 | 334,705 | — | — |
| 1010406 Hilton Head Park Phase II Improvements * | 421,864 | — | — | 100 | — | — |
| 1010407 Guajome Regional Park Restrooms | 6,399 | — | 368,601 | 30,667 | — | — |
| 1011720 Trans-County Trail Acquisition * | 19,324 | — | — | (38,077) | — | — |
| 1011721 Trans-County Trail Development * | 2,317 | — | — | (2,317) | — | — |
| 1014257 El Monte Trail and Staging Area | — | — | 375,000 | 235,421 | — | — |
| 1005258 Lakeside Baseball Park * | (17,560) | — | — | — | — | — |
| 1005265 Santa Maria Creek Acquisition Phase II * | 40,000 | — | — | — | — | — |
| KN3419 Sweetwater Trails/ Bikeways Construction * | 397,808 | — | — | — | — | — |
| **Total - State Proposition 40** | $ 2,635,978 | $ 2,625,000 | $ 8,257,013 | $ 4,274,437 | $ — | $ — |
| | | | | | | |
| **State Proposition 50** | | | | | | |
| 1009268 Otay Valley Regional Park Trail Improvements * | $ 360,470 | $ — | $ 1,031,038 | $ 839,530 | $ — | $ — |
| **Total - State Proposition 50** | $ 360,470 | $ — | $ 1,031,038 | $ 839,530 | $ — | $ — |
| | | | | | | |
| **Federal Aid Recreation** | | | | | | |
| 1014134 Tijuana River Trail Construction * | $ — | $ — | $ 1,000,000 | $ — | $ — | $ — |
| **Total - Federal Aid Recreation** | $ — | $ — | $ 1,000,000 | $ — | $ — | $ — |
| | | | | | | |
| ** Multiple funding sources* | | | | | | |

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## Funding Source

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Community Development Block Grants** | | | | | | |
| KN5498 Spring Valley Community Center Expansion * | — | — | 530,000 | 332,801 | — | — |
| 1010779 Campo Community Center Stormwater System Improvement | — | — | 32,635 | — | — | — |
| 1011387 Lincoln Acres Community Center ADA Ramp * | — | — | — | (9,774) | — | — |
| 1011719 Clemmens Lane Park Design * | — | — | 296,088 | 296,088 | — | — |
| 1013102 Jess Martin Exercise Path and Park Improvements * | — | 295,000 | 295,000 | 162,731 | — | — |
| 1012118 Campo Community Center | 188,526 | — | 18,266 | 18,266 | — | — |
| 1014259 Live Oak Park Recreational Area | — | — | 200,000 | 3,495 | — | — |
| 1014260 Mountain Empire Community Center Playground * | — | — | 107,000 | — | — | — |
| 1011450 Fallbrook Community Ctr Playground Shade Structures | 118,035 | — | — | — | — | — |
| 1011454 Ramona Collier Park Playground Shade Structures | 129,975 | — | — | — | — | — |
| 1011462 Spring Valley Community Park ADA Perimeter Path | 65 | — | — | — | — | — |
| KK0880 Spring Valley Teen Center | 5,518 | — | — | — | — | — |
| | | | | | | |
| KN4464 San Elijo Lagoon Nature Center Expansion * | 58,884 | — | — | — | — | — |
| **Total - Community Development Block Grants** | $ 501,003 | $ 295,000 | $ 1,478,988 | $ 803,607 | $ — | $ — |
| | | | | | | |
| ** Multiple funding sources* | | | | | | |

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## Funding Source

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Fed Transportation and HUD Appropriation Act** | | | | | | |
| KN4464 San Elijo Lagoon Nature Center Expansion * | $ — | $ — | $ 247,500 | $ 244,719 | $ — | $ — |
| **Total - Fed Transportation and HUD Appropriation Act** | $ — | $ — | $ 247,500 | $ 244,719 | $ — | $ — |
| | | | | | | |
| **Other Federal Grants** | | | | | | |
| KN7022 Otay Lakes Park Restoration * | $ — | $ — | $ — | $ (3,604) | $ — | $ — |
| KA2973 Trail Easement Acquisitions | — | — | 65,183 | — | — | — |
| KN3415 Guajome Park Playground/Restroom/Dock Improvements * | (3,539) | — | 3,539 | — | — | — |
| KN3414 Felicita Park Improvements * | (2,571) | — | 2,572 | — | — | — |
| 1000211 Volcan Mountain Restoration Erosion * | (1,803) | — | — | — | — | — |
| 1008289 Lake Morena Pacific Crest Trail Staging/ Camping Area | 26,087 | — | — | — | — | — |
| 1010184 Lakeside Linkage Habitat Enhancement * | 607 | — | — | — | — | — |
| KA9500 Multiple Species Conservation Program * | 4,750,000 | — | — | — | — | — |
| **Total - Other Federal Grants** | $ 4,768,781 | $ — | $ 71,293 | $ (3,604) | $ — | $ — |
| | | | | | | |
| **Other Governmental** | | | | | | |
| KA9500 Multiple Species Conservation Program * | $ — | $ — | $ 1,150,000 | $ — | $ — | $ — |
| **Total - Other Governmental** | $ — | $ — | $ 1,150,000 | $ — | $ — | $ — |
| | | | | | | |
| **Federal ARRA - Energy, Efficiency & Conservation Block Grant** | | | | | | |
| 1014353 Fallbrook Community Center Photovoltaic Improvements | $ — | $ — | $ — | $ — | $ 250,000 | $ — |
| ** Multiple funding sources* | | | | | | |

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## Funding Source

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|---|---|---|---|---|---|---|
| 1013103 Lakeside Community Center Photovoltaic System * | — | — | — | — | 250,000 | — |
| **Total - Federal ARRA - Energy, Efficiency & Conservation Block Grant** | $ — | $ — | $ — | $ — | $ 500,000 | $ — |
| | | | | | | |
| **Miscellaneous Revenue Prior Year** | | | | | | |
| KK6100 Underground Fuel Storage Tank Replacement | $ — | $ — | $ — | $ (68,364) | $ — | $ — |
| **Total - Miscellaneous Revenue Prior Year** | $ — | $ — | $ — | $ (68,364) | $ — | $ — |
| | | | | | | |
| **Other Miscellaneous Revenue** | | | | | | |
| KA9500 Multiple Species Conservation Program * | $ — | $ — | $ 34,860 | $ — | $ — | $ — |
| KA0550 Otay Valley Regional Park Phase II Acquisition * | — | — | 32,838 | — | — | — |
| KA0551 Escondido Creek Acquisitions * | — | — | 881,658 | 881,658 | — | — |
| KA4480 I-122 Allotment - Supervisorial District 5 Acquisitions * | 794,800 | — | 8,656 | — | — | — |
| 1014133 I-122 Loss Allotment - Supervisorial District 2 Acquisition | 67,028 | — | 240,600 | — | — | — |
| KN4452 Simon Preserve/ Trail Construction | — | — | 75,000 | — | — | — |
| KN6329 Goodan Ranch Compound Improvements | 43,941 | — | 6,690 | 154 | — | — |
| 1014137 Brodiaea Restoration Enhancement and Protection | — | — | 50,000 | — | — | — |
| 1012152 Oakoasis Park Improvements * | 36,218 | — | 1,251,267 | 96,688 | — | — |
| 1012950 Fallbrook Community Center | — | — | 100,000 | 97,728 | — | — |
| 1012951 County Reserve Fire Recovery | 8,015 | — | 239,977 | 98,650 | — | — |
| ** Multiple funding sources* | | | | | | |

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## Funding Source

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|---|---|---|---|---|---|---|
| **Total - Other Miscellaneous Revenue** | $ 950,002 | $ — | $ 2,921,546 | $ 1,174,878 | $ — | $ — |
| | | | | | | |
| **Road Fund** | | | | | | |
| 1012937 Lakeside Washrack | $ 22,600 | $ — | $ 480,900 | $ 2,950 | $ — | $ — |
| **Total - Road Fund** | $ 22,600 | $ — | $ 480,900 | $ 2,950 | $ — | $ — |
| | | | | | | |
| **Parkland Dedication Fund** | | | | | | |
| 1012325 Lindo Lake ADA Fitness Area | $ 39,086 | $ — | $ 160,913 | $ 144,244 | $ — | $ — |
| KN8015 Guajome Regional Park Community Sport Fields and Visitor Center | — | — | 211,198 | — | — | — |
| KN3414 Felicita Park Improvements * | — | — | 100,000 | 95,115 | — | — |
| KN5491 Fallbrook Community Center Interior Remodel Design | 3,635 | — | 6,774 | 6,774 | — | — |
| 1010406 Hilton Head Park Phase II Improvements * | 488 | — | 128,821 | 72,749 | — | — |
| 1011719 Clemmens Lane Park Design * | 220,519 | — | 267,727 | 267,727 | — | — |
| 1012953 Lindo Lake Tennis Courts Renovation | 12,509 | — | 203,491 | 197,120 | — | — |
| 1013102 Jess Martin Exercise Path and Park Improvements * | 3,931 | — | 41,068 | 41,068 | — | — |
| 1013224 Valle De Oro Park Improvements | — | — | 83,000 | 80,724 | — | — |
| 1013145 Rios Canyon Park Disabled Access Improvements | — | — | 100,000 | 92,271 | — | — |
| 1014260 Mountain Empire (Campo) Community Center Playground * | — | — | 343,000 | 151,905 | — | — |
| 1014146 San Dieguito Park Improvements * | — | — | 300,000 | — | — | — |
| KN3416 Nancy Jane Park Swings * | 18,239 | — | — | — | — | — |
| ** Multiple funding sources* | | | | | | |

*[1] Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.*

## Funding Source

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| 1008291 Mountain Empire Community Center Playground | 48,012 | — | — | — | — | — |
| 1011722 Live Oak Park Pavilion Phase II | 59,040 | — | — | — | — | — |
| **Total - Parkland Dedication Fund** | $ 405,459 | $ — | $ 1,945,992 | $ 1,149,697 | $ — | $ — |
| | | | | | | |
| **CSA83 Fund** | | | | | | |
| 1014146 San Dieguito Park Improvements * | $ — | $ — | $ 360,000 | $ 122,240 | $ — | $ — |
| **Total - CSA83 Fund** | $ — | $ — | $ 360,000 | $ 122,240 | $ — | $ — |
| | | | | | | |
| **Reimbursement from SDRBA - COC - General Fund** | | | | | | |
| 1011214 County Operations Center * | $ — | $ — | $ 67,133,948 | $ — | $ — | $ — |
| **Total - Reimbursement from SDRBA - COC - General Fund** | $ — | $ — | $ 67,133,948 | $ — | $ — | $ — |
| | | | | | | |
| **Reimbursement from SDRBA - COC - Bond Proceeds** | | | | | | |
| 1011214 County Operations Center * | $ 20,965,790 | $ — | $ 86,219,154 | $ 61,467,604 | $ — | $ — |
| **Total - Reimbursement from SDRBA - COC - Bond Proceeds** | $ 20,965,790 | $ — | $ 86,219,154 | $ 61,467,604 | $ — | $ — |
| | | | | | | |
| **Reimbursement From SANCAL (Bond Proceeds)** | | | | | | |
| KK0866 Edgemoor Skilled Nursing Facility * | $ 4,651,504 | $ — | $ — | $ — | $ — | $ — |
| **Total - Reimbursement From SANCAL (Bond Proceeds)** | $ 4,651,504 | $ — | $ — | $ — | $ — | $ — |
| | | | | | | $ |
| ** Multiple funding sources* | | | | | | |
| *[1] Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.* | | | | | | |
| | | | | | | |

## Funding Source

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Proceeds from Solid Waste** | | | | | | |
| KA8950 Wastesite Land Acquisitions | $ — | $ — | $ 6,250,786 | $ — | $ — | $ — |
| **Total - Proceeds from Solid Waste** | $ — | $ — | $ 6,250,786 | $ — | $ — | $ — |
| | | | | | | |
| **Sale of Fixed Assets** | | | | | | |
| KN3106 Sweetwater Summit Campground and Local Park Improvements * | $ — | $ — | $ 188,820 | $ — | $ — | $ — |
| 1014256 Oak Country II Trail* | — | — | 15,453 | 15,453 | — | — |
| **Total - Sale of Fixed Assets** | $ — | $ — | $ 204,272 | $ 15,453 | $ — | $ — |
| | | | | | | |
| **Operating Transfer Capital Outlay** | | | | | | |
| KK0866 Edgemoor Skilled Nursing Facility * | $ 3,045,561 | $ — | $ — | $ — | $ — | $ — |
| **Total - Operating Transfer Capital Outlay** | $ 3,045,561 | $ — | $ — | $ — | $ — | $ — |
| | | | | | | |
| **State Aid Other State** | | | | | | |
| 1000185 San Elijo Acquisitions * | $ (80,316) | $ — | $ — | $ — | $ — | $ — |
| KA3438 Volcan Mountain West Application * | 200,000 | — | — | — | — | — |
| **Total - State Aid Other State** | $ 119,684 | $ — | $ — | $ — | $ — | $ — |
| | | | | | | |
| **Use of Fund Balance** | | | | | | |
| KA4480 I-122 Allotment - Supervisorial District 5 Acquisitions * | $ 36,344 | $ — | $ — | $ — | $ — | $ — |
| 1010184 Lakeside Linkage Habitat Enhancement * | (67,026) | — | — | — | — | — |
| KN3416 Nancy Jane Park Swings * | (18,239) | — | — | — | — | — |
| ** Multiple funding sources* | | | | | | |

*[1] Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.*

## Funding Source

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| KN4481 San Dieguito Recycled Water Retrofit Improvements * | (233) | — | — | — | — | — |
| 1011387 Lincoln Acres Community Center ADA Ramp * | — | — | (9,774) | — | — | — |
| 1011720 Trans-County Trail Acquisition * | — | — | (38,077) | — | — | — |
| 1011721 Trans-County Trail Development * | — | — | (2,317) | — | — | — |
| KN3401 Jess Martin Park Sportsfield * | — | — | (2,058) | — | — | — |
| **Total - Use of Fund Balance** | $ (49,154) | $ — | $ (52,226) | $ — | $ — | $ — |
| | | | | | | |
| **Total Capital Outlay Funding Sources** | $ 64,873,518 | $ 14,720,000 | $ 305,330,395 | $ 94,143,056 | $ 136,235,000 | $ 2,500,000 |
| | | | | | | |
| ** Multiple funding sources* | | | | | | |

*[1] Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.*

# County Health Complex Fund

## County Health Complex Fund

### Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Capital Assets/Land Acquisition | $ 15,314,660 | $ — | $ 18,932 | $ 18,932 | $ — | $ — |
| Total | $ 15,314,660 | $ — | $ 18,932 | $ 18,932 | $ — | $ — |

### Capital Projects Detail

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Capital Assets/Land Acquisition** | | | | | | |
| 1012284 North Central Public Health Clinic | $ 15,314,660 | $ — | $ 18,932 | $ 18,932 | $ — | $ — |
| **Total - Capital Assets/ Land Acquisition** | $ 15,314,660 | $ — | $ 18,932 | $ 18,932 | $ — | $ — |

### Funding Source

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Operating Transfer from General Fund** | | | | | | |
| 1012284 North Central Public Health Clinic | $ 15,314,660 | $ — | $ 18,932 | $ 18,932 | $ — | $ — |
| **Total - Operating Transfer from General Fund** | $ 15,314,660 | $ — | $ 18,932 | $ 18,932 | $ — | $ — |
| | | | | | | |
| **Total County Health Complex Funding Sources** | $ 15,314,660 | $ — | $ 18,932 | $ 18,932 | $ — | $ — |

# Justice Facility Construction Fund

## Justice Facility Construction Fund

### Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Capital Assets/Land Acquisition | $ 35,936,944 | $ 75,000,000 | $ 108,794,765 | $ 12,178,473 | $ 56,250,000 | $ 70,000,000 |
| Total | $ 35,936,944 | $ 75,000,000 | $ 108,794,765 | $ 12,178,473 | $ 56,250,000 | $ 70,000,000 |

### Capital Projects Detail

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Capital Assets/Land Acquisition** | | | | | | |
| 1014136 Ramona Sheriff Station Land Acquisition | $ — | $ — | $ 1,000,000 | $ — | $ — | $ |
| 1014135 Sheriff's Defensive Tactics Building | — | — | 465,000 | — | — | — |
| 1014144 Juvenile Probation Complex Parking Expansion | — | — | — | — | 1,250,000 | — |
| KA5485 Rancho San Diego Sheriff Station Land Acquisition | 2,046,934 | — | (816) | (816) | — | — |
| KK0687 Pine Valley Substation (Buckman Springs Area) | 1,000 | — | 1,150,269 | 1,088 | — | — |
| KK0781 East Mesa Juvenile Detention Facility | 90,083 | — | 59,653 | 59,653 | — | — |
| KK5302 Alpine Station | 224,205 | — | — | — | — | — |
| KK5485 Rancho San Diego Sheriff Station | 480,150 | — | 11,407,550 | 490,486 | — | — |
| KK5497 Medical Examiner and Forensic Center | 32,441,042 | — | 18,787,361 | 10,722,664 | — | — |
| KK8032 Women's Detention Facility | 653,530 | 75,000,000 | 75,925,749 | 905,399 | 55,000,000 | 70,000,000 |
| **Total - Capital Assets/ Land Acquisition** | $ 35,936,944 | $ 75,000,000 | $ 108,794,765 | $ 12,178,473 | $ 56,250,000 | $ 70,000,000 |
| | | | | | | |

[1] *Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.*

## Funding Source

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Operating Transfer from General Fund** | | | | | | |
| 1014136 Ramona Sheriff Station Land Acquisition | $ — | $ — | $ 1,000,000 | $ — | $ — | $ — |
| 1014135 Sheriff's Defensive Tactics Building * | — | — | 341,000 | — | — | — |
| 1014144 Juvenile Probation Complex Parking Expansion | — | — | — | — | 1,250,000 | — |
| KA5485 Rancho San Diego Sheriff Station Land Acquisition * | 2,046,934 | — | — | — | — | — |
| KK0687 Pine Valley Substation (Buckman Springs Area) | 1,000 | — | 1,150,269 | 1,088 | — | — |
| KK0781 East Mesa Juvenile Detention Facility | 90,083 | — | 59,653 | 59,653 | — | — |
| KK5302 Alpine Station | 224,205 | — | — | — | — | — |
| KK5485 Rancho San Diego Sheriff Station * | 100,641 | — | 4,801,989 | 490,486 | — | — |
| KK5497 Medical Examiner and Forensic Center | 32,441,042 | — | 18,787,361 | 10,722,664 | — | — |
| KK8032 Women's Detention Facility | 653,530 | 75,000,000 | 75,925,749 | 905,399 | 55,000,000 | 70,000,000 |
| **Total - Operating Transfer from General Fund** | $ 35,557,435 | $ 75,000,000 | $ 102,066,020 | $ 12,179,289 | $ 56,250,000 | $ 70,000,000 |
| | | | | | | |
| **Sheriff Asset Forfeiture** | | | | | | |
| 1014135 Sheriff's Defensive Tactics Building * | $ — | $ — | $ 124,000 | $ — | $ — | $ — |
| KK5485 Rancho San Diego Sheriff Station * | — | — | 3,000,000 | — | — | — |
| **Total - Sheriff Asset Forfeiture** | $ — | $ — | $ 3,124,000 | $ — | $ — | $ — |
| | | | | | | |
| **Proposition 172 Fund** | | | | | | |
| KK5485 Rancho San Diego Sheriff Station * | $ 379,509 | $ — | $ 3,605,561 | $ — | $ — | $ — |
| **Total - Proposition 172 Fund** | $ 379,509 | $ — | $ 3,605,561 | $ — | $ — | $ — |
| ** Multiple funding sources* | | | | | | |

*[1] Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.*

## Funding Source

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget [1] | Fiscal Year 2009-10 Actuals [1] | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Use of Fund Balance** | | | | | | |
| KA5485 Rancho San Diego Sheriff Station Land Acquisition * | $ — | $ — | $ (816) | $ (816) | $ — | $ — |
| **Total - Use of Fund Balance** | $ — | $ — | $ (816) | $ (816) | $ — | $ — |
| | | | | | | |
| **Total Justice Facility Contruction Funding Sources** | $ 35,936,944 | $ 75,000,000 | $ 108,794,765 | $ 12,178,473 | $ 56,250,000 | $ 70,000,000 |
| | | | | | | |
| ** Multiple funding sources* | | | | | | |

*[1] Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.*

# Library Projects Fund

## Library Projects Fund

### Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Capital Assets/Land Acquisition | $ 3,161,888 | $ — | $ 25,930,848 | $ 10,893,604 | $ — | $ — |
| Total | $ 3,161,888 | $ — | $ 25,930,848 | $ 10,893,604 | $ — | $ — |

### Capital Projects Detail

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Capital Assets/Land Acquisition** | | | | | | |
| 1012133 Lincoln Acres Library and Community Center | $ 545,270 | $ — | $ 2,654,730 | $ 702,514 | $ — | $ — |
| KA2983 Alpine Library Land Acquisition | 4,311 | — | — | — | — | — |
| KA2987 Ramona Senior Center Predevelopment/ Acquisition | 6,606 | — | — | — | — | — |
| KL1974 Fallbrook Branch Library | 980,876 | — | 9,271,563 | 5,954,427 | — | — |
| KL2983 Alpine Branch Library | — | — | 138,434 | 8,402 | — | — |
| KL2987 Ramona Branch Library | 1,436,803 | — | 10,089,818 | 4,227,915 | — | — |
| KL3460 Descanso Library Expansion | 181,893 | — | 24,338 | — | — | — |
| KL9023 Valley Center Branch Library | 6,129 | — | 6,207 | — | — | — |
| KL9540 Bonita Branch Library | — | — | 24,572 | 346 | — | — |
| KL2981 Julian Shared Used Library | — | — | 21,185 | — | — | — |
| 1014143 Imperial Beach Branch Library Expansion | — | — | 500,000 | — | — | — |
| 1014128 Downtown SD Law Library Remodel | — | — | 3,200,000 | — | — | — |
| **Total - Capital Assets/ Land Acquisition** | $ 3,161,888 | $ — | $ 25,930,848 | $ 10,893,604 | $ — | $ — |

## Funding Source

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Operating Transfer from General Fund** | | | | | | |
| 1012133 Lincoln Acres Library and Community Center | $ 545,270 | $ — | $ 2,654,730 | $ 702,514 | $ — | $ — |
| KA2983 Alpine Branch Library Land Acquisition | 4,311 | — | — | — | — | — |
| KA2987 Ramona Senior Center Predevelopment/ Acquisition | 6,606 | — | — | — | — | — |
| KL1974 Fallbrook Branch Library * | 980,876 | — | 9,255,865 | 5,954,427 | — | — |
| KL2983 Alpine Branch Library | — | — | 138,434 | 8,402 | — | — |
| KL2987 Ramona Branch Library | 1,436,803 | — | 10,089,818 | 4,227,915 | — | — |
| KL3460 Descanso Library Expansion * | 125,662 | — | 24,338 | — | — | — |
| KL9023 Valley Center Branch Library | 6,129 | — | 6,207 | — | — | — |
| KL9540 Bonita Branch Library | — | — | 24,572 | 346 | — | — |
| KL2981 Julian Shared Used Library * | — | — | 21,185 | — | — | — |
| 1014143 Imperial Beach Branch Library Expansion | — | — | 500,000 | — | — | — |
| 1014128 Downtown SD Law Library Remodel | — | — | 3,200,000 | — | — | — |
| **Total - Operating Transfer from General Fund** | $ 3,105,657 | $ — | $ 25,915,149 | $ 10,893,604 | $ — | $ — |
| | | | | | | |
| **Donations from Private Party** | | | | | | |
| KL1974 Fallbrook Branch Library * | $ — | $ — | $ 15,698 | $ — | $ — | $ — |
| **Total - Donations from Private Party** | $ — | $ — | $ 15,698 | $ — | $ — | $ — |
| | | | | | | |
| ** Multiple funding sources* | | | | | | |

*[1] Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.*

## Funding Source

| | Fiscal Year 2008-09 Actuals [1] | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **State Aid Other State** | | | | | | |
| KL2981 Julian Shared Use Library * | $ (161,499) | $ — | $ — | $ — | $ — | $ — |
| **Total - State Aid Other State** | $ (161,499) | $ — | $ — | $ — | $ — | $ — |
| | | | | | | |
| **Operating Transfer from Library Fund** | | | | | | |
| KL2981 Julian Shared Use Library * | $ 161,499 | $ — | $ — | $ — | $ — | $ — |
| KL3460 Descano Library Expansion * | 56,232 | — | — | — | — | — |
| **Total - Operating Transfer from Library Fund** | $ 217,731 | $ — | $ — | $ — | $ — | $ — |
| | | | | | | |
| **Total Library Projects Funding Sources** | $ 3,161,888 | $ — | $ 25,930,848 | $ 10,893,604 | $ — | $ — |
| | | | | | | |
| ** Multiple funding sources* | | | | | | |

*[1] Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.*

# Edgemoor Development Fund

## Edgemoor Development Fund

### Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Services & Supplies | $ 963,582 | $ 903,907 | $ 1,267,439 | $ 501,503 | $ 407,000 | $ 341,000 |
| Reserve/Designation Increase | — | 250,000 | 250,000 | 250,000 | — | — |
| Operating Transfers Out | 5,320,561 | 8,815,075 | 8,815,075 | 8,815,075 | 9,285,095 | 9,279,645 |
| Total | $ 6,284,143 | $ 9,968,982 | $ 10,332,514 | $ 9,566,578 | $ 9,692,095 | $ 9,620,645 |

### Expenditure Detail

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Services & Supplies** | | | | | | |
| Printing | $ 64 | $ — | $ — | $ — | $ — | $ — |
| Professional & Specialized Services | 923,985 | 173,730 | 314,274 | 43,643 | — | — |
| Inter-Departmental Costs | 315 | 13,000 | 13,000 | 823 | 13,000 | 13,000 |
| Special Circumstances Attorney | — | — | — | 43,889 | — | — |
| Consultant Contracts | (193,261) | 299,000 | 366,561 | 178,528 | 174,000 | 108,000 |
| Non-Travel & In-County Travel | 8 | — | — | — | — | — |
| Purchasing ISF - Non Merchandise | 16,749 | 20,000 | 20,000 | 4,828 | 20,000 | 20,000 |
| Facility Management Real Property ISF Costs | 172,972 | 200,000 | 200,000 | 108,571 | 200,000 | 200,000 |
| Major Maintenance - ISF | 42,750 | 198,177 | 353,604 | 121,221 | — | — |
| **Total - Services & Supplies** | $ 963,582 | $ 903,907 | $ 1,267,439 | $ 501,503 | $ 407,000 | $ 341,000 |
| | | | | | | |
| **Reserve/Designation Increase** | | | | | | |
| Designated Justice System | $ — | $ 250,000 | $ 250,000 | $ 250,000 | $ — | $ — |
| **Total - Reserve/ Designation Increase** | $ — | $ 250,000 | $ 250,000 | $ 250,000 | $ — | $ — |
| | | | | | | |
| **Operating Transfers Out Current Year** | | | | | | |
| Operating Transfers Out - Current Year | $ 5,320,561 | $ 8,815,075 | $ 8,815,075 | $ 8,815,075 | $ 9,285,095 | $ 9,279,645 |

## Expenditure Detail

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Total - Operating Transfers Out Current Year** | $ 5,320,561 | $ 8,815,075 | $ 8,815,075 | $ 8,815,075 | $ 9,285,095 | $ 9,279,645 |
| | | | | | | |
| **Total - Expenditure Detail** | $ 6,284,143 | $ 9,968,982 | $ 10,332,514 | $ 9,566,578 | $ 9,692,095 | $ 9,620,645 |

## Funding Source

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Interest on Deposits & Investments | $ 403,552 | $ 225,093 | $ 225,093 | $ 140,720 | $ 185,671 | $ 97,309 |
| Rents & Concessions | 334,063 | 290,146 | 290,146 | 260,414 | 243,882 | 560,000 |
| Federal Other | — | 4,054,935 | 4,054,935 | | 5,708,883 | 4,634,546 |
| Miscellaneous Revenue Other | — | — | — | 2,681,819 | — | — |
| Sale of Fixed Assets | — | 1,148,808 | 1,148,808 | — | — | — |
| Designated Justice System | — | 250,000 | — | — | — | — |
| General Reserve - All Funds | $ 250,000 | $ — | $ 250,000 | $ 250,000 | $ — | $ — |
| Use of Fund Balance - All Other Funds | 5,296,528 | — | 363,532 | 2,233,625 | 3,553,659 | 4,328,790 |
| Operating Transfer from General Fund | — | 4,000,000 | 4,000,000 | 4,000,000 | — | — |
| **Total Edgemoor Development Funding Sources** | $ 6,284,143 | $ 9,968,982 | $ 10,332,514 | $ 9,566,578 | $ 9,692,095 | $ 9,620,645 |

# Lease Payments

## Lease Payments

### Budget by Categories of Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Lease Payments | $ 35,104,027 | $ 39,824,151 | $ 39,824,151 | $ 38,844,073 | $ 39,051,094 | $ 39,217,050 |
| Facilities Management (Lease Mgmt) | — | — | — | 1,027 | — | — |
| Total | $ 35,104,027 | $ 39,824,151 | $ 39,824,151 | $ 38,845,100 | $ 39,051,094 | $ 39,217,050 |

### Lease Payments Detail

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| 1993 Master Refunding – South County | $ 1,864,439 | $ 1,663,146 | $ 1,663,146 | $ 1,657,594 | $ 1,646,625 | $ 813,487 |
| 1993 Master Refunding – East County | 2,481,103 | 2,211,392 | 2,211,392 | 2,205,657 | 2,189,409 | 1,080,803 |
| 1993 Master Refunding – Topaz | 227,766 | 207,555 | 207,555 | 202,488 | 205,537 | 103,763 |
| 1993 Master Refunding – Health Complex | 1,246,872 | 1,116,357 | 1,116,357 | 1,108,487 | 1,105,309 | 548,162 |
| 1993 Master Refunding – East Mesa | 362,034 | 325,686 | 325,686 | 318,580 | 322,511 | 162,386 |
| 1993 Master Refunding – Juvenile Hall | 210,460 | 187,165 | 187,165 | 187,102 | 185,300 | 91,259 |
| 1993 Master Refunding – Clairemont Hospital | 896,556 | 804,317 | 804,317 | 797,051 | 796,373 | 395,760 |
| 1993 Master Refunding – East Mesa Land | 1,167,690 | 1,048,714 | 1,048,714 | 1,041,367 | 1,038,335 | 514,924 |
| 1993 Master Refunding – SD Muni Building | 371,194 | 330,107 | 330,107 | 329,997 | 326,818 | 160,955 |
| 1993 Master Refunding – Housing | 200,646 | 178,436 | 178,436 | 178,377 | 176,658 | 87,003 |
| 1997 Central Jail | 5,159,635 | 5,500,920 | 5,500,920 | 4,078,727 | — | — |
| 1998 Hall of Justice | 5,036,041 | 4,936,298 | 4,936,298 | 4,520,473 | — | — |
| 1999 East Mesa Refunding | 1,703,405 | 367,106 | 367,106 | 252,364 | — | — |
| 2001 MTS Tower | 2,927,842 | 2,934,575 | 2,934,575 | 2,867,524 | 3,144,746 | 3,032,121 |
| 2002 Motorola | 3,477,815 | 3,485,515 | 3,485,515 | 3,492,516 | 3,484,890 | — |
| 2005 Regional Communications System | 2,985,888 | 2,981,088 | 2,981,088 | 2,588,173 | 2,979,488 | 2,971,238 |
| 2005 North & East County Justice Facility Refinance | 2,509,640 | 2,730,700 | 2,730,700 | 2,614,547 | 2,607,275 | 2,717,825 |
| 2005 Edgemoor | 2,275,000 | 5,824,174 | 5,824,174 | 5,824,174 | 6,140,113 | 6,137,663 |

## Lease Payments Detail

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| 2006 Edgemoor | — | 2,990,901 | 2,990,901 | 2,984,902 | 3,144,982 | 3,141,983 |
| 2009 County Operations Center Phase 1A | — | — | — | — | — | 7,626,996 |
| 2009 Justice Facilities Refunding | — | — | — | 1,595,001 | 9,556,725 | 9,630,725 |
| Total | $ 35,104,027 | $ 39,824,151 | $ 39,824,151 | $ 38,845,100 | $ 39,051,094 | $ 39,217,050 |

## Revenue Detail

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| AB189 | $ 2,781,655 | $ 2,717,272 | $ 2,717,272 | $ 2,717,100 | $ 2,712,118 | $ 2,452,214 |
| Aid from Redevelopment Agency | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 |
| Rents and Concessions | 1,090,721 | 1,127,917 | 1,127,917 | 1,125,179 | 1,208,336 | 1,185,641 |
| Charges in Other Funds | 622,954 | 622,955 | 622,955 | 622,955 | 622,955 | — |
| Miscellaneous Revenue | 484 | 23,113 | 23,113 | — | — | — |
| Use of Reserve/Designation | 200,646 | 178,436 | 178,436 | 178,377 | 176,658 | 41,187 |
| Operating Transfer Capital Outlay | 2,275,000 | 8,815,075 | 8,815,075 | 8,815,075 | 9,285,095 | 9,279,645 |
| General Purpose Revenue Allocation | 27,332,568 | 25,539,383 | 25,539,383 | 24,586,414 | 24,245,932 | 25,458,363 |
| Total | $ 35,104,027 | $ 39,824,151 | $ 39,824,151 | $ 38,845,100 | $ 39,051,094 | $ 39,217,050 |

## Funding Source

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **General Purpose Revenue Allocation** | | | | | | |
| 1993 Master Refunding – South County | $ 1,864,439 | $ 1,663,146 | $ 1,663,146 | $ 1,657,594 | $ 1,646,625 | $ 813,487 |
| 1993 Master Refunding – East County | 2,481,103 | 2,211,392 | 2,211,392 | 2,205,657 | 2,189,409 | 1,080,803 |
| 1993 Master Refunding – Topaz | 227,766 | 207,555 | 207,555 | 202,488 | 205,537 | 103,763 |
| 1993 Master Refunding – Health Complex | 1,246,872 | 1,116,357 | 1,116,357 | 1,108,487 | 1,105,309 | 548,162 |
| 1993 Master Refunding – East Mesa | 362,034 | 325,686 | 325,686 | 318,580 | 322,511 | 162,386 |

## Funding Source

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| 1993 Master Refunding – Clairemont Hospital | 896,556 | 804,317 | 804,317 | 797,051 | 796,373 | 395,760 |
| 1993 Master Refunding – East Mesa Land | 1,167,690 | 1,048,714 | 1,048,714 | 1,041,367 | 1,038,335 | 514,924 |
| 1993 Master Refunding - Housing | — | — | — | — | — | 45,816 |
| 1997 Central Jail | 5,159,151 | 5,500,920 | 5,500,920 | 4,078,727 | — | — |
| 1998 Hall of Justice | 1,424,986 | 1,317,069 | 1,317,069 | 903,713 | — | — |
| 1999 East Mesa Refunding | 1,703,405 | 343,994 | 343,994 | 252,365 | — | — |
| 2001 MTS Tower | 2,448,176 | 2,425,886 | 2,425,886 | 2,359,104 | 2,563,927 | 2,482,398 |
| 2002 Motorola | 2,854,861 | 2,862,560 | 2,862,560 | 2,869,560 | 2,861,935 | — |
| 2005 Regional Communications System | 2,985,888 | 2,981,088 | 2,981,088 | 2,582,174 | 2,979,488 | 2,971,238 |
| 2005 North & East County Justice Facility Refinance | 2,509,640 | 2,730,700 | 2,730,700 | 2,614,547 | 2,607,275 | 2,717,825 |
| 2009 County Operations Center Phase 1A | — | — | — | — | — | 5,994,808 |
| 2009 Justice Facilities Refunding | — | — | — | 1,595,001 | 5,929,209 | 7,626,996 |
| **Total - General Purpose Revenue Allocation** | $ 27,332,568 | $ 25,539,383 | $ 25,539,383 | $ 24,586,414 | $ 24,245,932 | $ 25,458,363 |
| | | | | | | |
| **Charges in Other Funds** | | | | | | |
| 2002 Motorola | $ 622,954 | $ 622,955 | $ 622,955 | $ 622,955 | $ 622,955 | $ — |
| **Total - Charges in Other Funds** | $ 622,954 | $ 622,955 | $ 622,955 | $ 622,955 | $ 622,955 | $ — |
| | | | | | | |
| **Rents and Concessions** | | | | | | |
| 1998 Hall of Justice | $ 611,055 | $ 619,229 | $ 619,229 | $ 616,760 | $ 627,516 | $ 635,917 |
| 2001 MTS Tower | 479,666 | 508,688 | 508,688 | 508,420 | 580,819 | 549,724 |
| **Total - Rents and Concessions** | $ 1,090,721 | $ 1,127,917 | $ 1,127,917 | $ 1,125,179 | $ 1,208,335 | $ 1,185,641 |
| | | | | | | |
| **AB189** | | | | | | |
| 1993 Master Refunding – Juvenile Hall | $ 210,460 | $ 187,165 | $ 187,165 | $ 187,102 | $ 185,300 | $ 91,259 |
| 1993 Master Refunding – SD Muni Building | 371,194 | 330,107 | 330,107 | 329,997 | 326,818 | 160,955 |
| 1998 Hall of Justice | 2,200,000 | 2,200,000 | 2,200,000 | 2,200,000 | 2,200,000 | 2,200,000 |
| **Total - AB189** | $ 2,781,655 | $ 2,717,272 | $ 2,717,272 | $ 2,717,100 | $ 2,712,118 | $ 2,452,214 |
| | | | | | | |

## Funding Source

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| **Aid from Redevelopment** | | | | | | |
| 1998 Hall of Justice | $ 800,000 | $ 800,000 | $ 800,000 | $ 800,000 | $ 800,000 | $ 800,000 |
| **Total - Aid from Redevelopment** | $ 800,000 | $ 800,000 | $ 800,000 | $ 800,000 | $ 800,000 | $ 800,000 |
| | | | | | | |
| **Miscellaneous Revenue** | | | | | | |
| 1999 East Mesa | $ — | $ 23,113 | $ 23,113 | $ — | $ — | $ — |
| Pine Valley Sanitation District | 154 | — | — | — | — | — |
| Julian Sanitation District | 330 | — | — | — | — | — |
| **Total - Miscellaneous Revenue** | $ 484 | $ 23,113 | $ 23,113 | $ — | $ — | $ — |
| | | | | | | |
| **Use of Reserve/ Designation** | | | | | | |
| 1993 Master Refunding – Housing | $ 200,646 | $ 178,436 | $ 178,436 | $ 178,377 | $ 176,658 | $ 41,187 |
| **Total - Use of Reserve/ Designation** | $ 200,646 | $ 178,436 | $ 178,436 | $ 178,377 | $ 176,658 | $ 41,187 |
| | | | | | | |
| **Operating Transfer Capital Outlay** | | | | | | |
| 2005 Edgemoor | $ 2,275,000 | $ 5,824,174 | $ 5,824,174 | $ 5,824,174 | $ 6,140,113 | $ 6,137,663 |
| 2006 Edgemoor | — | 2,990,901 | 2,990,901 | 2,990,901 | 3,144,982 | 3,141,983 |
| **Total - Operating Transfer Capital Outlay** | $ 2,275,000 | $ 8,815,075 | $ 8,815,075 | $ 8,815,075 | $ 9,285,095 | $ 9,279,645 |
| | | | | | | |
| **Total Lease Payment Funding Sources** | $ 35,104,027 | $ 39,824,151 | $ 39,824,151 | $ 38,845,100 | $ 39,051,094 | $ 39,217,050 |

# Outstanding Capital Projects by Group/Agency

## Public Safety Group

| Project Name | Project Number | Project Established | Total Appropriations | Remaining Balance as of June 30, 2010 |
|---|---|---|---|---|
| San Diego Downtown Courthouse Remodel | KK4901 - 4651 | 93/94 | $ 2,095,489 | $ — |
| Women's Detention Facility | KK8032 - 4832 | 97/98 | 78,600,000 | 75,020,350 |
| Pine Valley Substation (Buckman Springs Area) | KK0687 - 4687 | 99/00 | 1,200,000 | 1,149,181 |
| East Mesa Juvenile Detention Facility | KK0781 - 4781 | 99/00 | 52,093,748 | — |
| Sheriff Crime Lab Remodel | KK2994 - 4994 | 01/02 | 2,588,696 | — |
| Rancho San Diego Sheriff Station Land Acquisition | KA5485 - 4485 | 04/05 | 2,095,747 | — |
| Rancho San Diego Sheriff Station | KK5485 - 4301 | 04/05 | 11, 902,630 | 10,917,064 |
| Medical Examiner and Forensic Center | KK5497 - 4497 | 04/05 | 68,666,694 | 8,064,697 |
| Ramona Sheriff Station Land Acquisition | 1014136 - 54060 | 07/08 | 1,000,000 | 1,000,000 |
| Sheriff's Defensive Tactics Building | 1014135 - 54839 | 07/08 | 465,000 | 465,000 |
| Downtown San Diego Law Library Remodel | 1014128 - 54880 | 09/10 | 3,200,000 | 3,200,000 |
| Total - Public Safety Group | | | $ 212,005,374 | $ 99,816,292 |

## Health and Human Services Agency

| Project Name | Project Number | Project Established | Total Appropriations | Remaining Balance as of 06/30/2010 |
|---|---|---|---|---|
| Edgemoor Skilled Nursing Facility | KK0866 - 4866 | 99/00 | $ 123,485,556 | $ 415,158 |
| HHSA Office Parking Structure | KK4463 - 4463 | 03/04 | 1,284,876 | — |
| San Pasqual Academy Technology and Career Information Center | 1011679 - 54818 | 07/08 | 1,040,000 | 188,420 |
| County Operations Center Annex North Central Public Health Clinic | 1012284 - 54847 | 08/09 | 15,333,592 | — |
| San Pasqual Academy Residences | 1012286 - 54837 | 08/09 | 9,150,948 | 8,646,158 |
| San Pasqual Academy Sports Field | 1014255 - 54858 | 09/10 | 60,000 | 8,700 |
| San Pasqual Academy Water Well | 1014666 - 54846 | 08/09 | 250,000 | 249,873 |
| San Pasqual Academy Administration Building | 1014131 - 54874 | 09/10 | 900,600 | 900,600 |
| Total - Health and Human Services Agency | | | $ 151,505,572 | $ 10,408,910 |

## Land Use and Environment Group

| Project Name | Project Number | Project Established | Total Appropriations | Remaining Balance as of June 30, 2010 |
|---|---|---|---|---|
| Otay Lakes Park Restoration | KN7022 - 4741 | 96/97 | $ 2,486,774 | $ 35,757 |
| Rancho Guajome Adobe Restoration | KN7915 - 4790 | 96/97 | 1,889,034 | — |
| Waste Site Land Acquisitions | KA8950 - 4540 | 97/98 | 8,238,400 | 6,250,786 |
| Guajome Regional Park Community Sportsfields and Visitor Center | KN8015 - 4815 | 97/98 | 265,000 | 211,198 |
| Oakoasis Log House Restoration | KN8045 - 4845 | 97/98 | 69,087 | — |

## Land Use and Environment Group

| Project Name | Project Number | Project Established | Total Appropriations | Remaining Balance as of June 30, 2010 |
|---|---|---|---|---|
| Multiple Species Conservation Program | KA9500 - 4545 | 98/99 | 59,469,063 | 16,167,665 |
| Ramona Collier Park Facility Design Boys and Girls Gymnasium | KN9032 - 4932 | 98/99 | 117,954 | — |
| Otay Valley Regional Park Phase II Acquisition | KA0550 - 4550 | 99/00 | 9,592,198 | 168,725 |
| Escondido Creek Acquisitions | KA0551 - 4551 | 99/00 | 6,251,658 | 144,336 |
| Spring Valley Gymnasium | KK0865 - 4865 | 99/00 | 2,620,392 | 76,640 |
| Trail Easement Acquisitions | KA2973 - 4973 | 01/02 | 84,211 | 65,183 |
| Cactus Park Sports Fields | KN2968 - 4968 | 01/02 | 497,150 | 7,002 |
| Tijuana River Valley Regional Park Fencing | KN2630 - 4588 | 01/02 | 150,000 | 214 |
| Sweetwater Regional Park Equestrian Center Phase I | KN2669 - 4669 | 01/02 | 120,000 | 117,556 |
| Otay Valley Regional Park Fencing/Trees | KN2752 - 4752 | 01/02 | 131,000 | 11,840 |
| Agua Caliente Campground Improvements | KN2955 - 4955 | 01/02 | 1,245,768 | — |
| Volcan Mountain West Acquisition | KA3438 - 4438 | 02/03 | 2,074,423 | 176,001 |
| Sweetwater Summit Campground and Local Park Improvements | KN3106 - 4872 | 02/03 | 7,915,482 | 2,704,259 |
| Sweetwater Park State Route 125 Mitigation | KN3406 - 4406 | 02/03 | 410,000 | 52,576 |
| Lindo Lake Well | KN3407 - 4407 | 02/03 | 34,730 | 33,604 |
| Potrero Park Playground Improvements | KN3409 - 4409 | 02/03 | 354,212 | — |
| Lakeside Baseball Park | KN3412 - 4412 | 02/03 | 10,600,446 | 200,762 |
| Felicita Park Improvements | KN3414 - 4414 | 02/03 | 2,387,613 | 1,333,307 |
| Guajome Park Playground/Restroom/Dock Improvements | KN3415 - 4415 | 02/03 | 662,101 | 38,614 |
| Sweetwater Trails/Bikeways Construction | KN3419 - 4419 | 02/03 | 2,721,105 | 1,161,871 |
| San Luis Rey River Park Planning and Development | KN3432 - 4432 | 02/03 | 6,206,179 | 5,054,479 |
| Valley Park Acquisition | KA4478 - 4478 | 03/04 | 500,000 | 493,773 |
| I-122 Loss Allotment - Supervisorial District 5 Acquisitions | KA4480 - 4480 | 03/04 | 839,800 | 8,656 |
| Simon Preserve/Trail Construction | 1014139 - 4452 | 03/04 | 75,000 | 75,000 |
| San Elijo Lagoon Nature Center Expansion | KN4464 - 4464 | 03/04 | 5,658,896 | 170,658 |
| San Dieguito Park Recycled Water Retrofit Improvements | KN4481 - 4481 | 03/04 | 94,880 | 68,394 |
| Stowe Trail Acquisition | KA5321 - 4321 | 04/05 | 565,000 | 501,073 |
| Pine Valley Ballfield Improvements | KN5303 - 4303 | 04/05 | 450,000 | 355,539 |
| Fallbrook Community Center Interior Remodel Design | KN5491 - 4491 | 04/05 | 326,030 | — |
| Spring Valley Community Center Expansion | KN5498 - 4498 | 04/05 | 1,892,000 | 428,572 |
| San Luis Rey River Park Acquisition | KA5325 - 4325 | 05/06 | 6,011,070 | 68,044 |
| Goodan Ranch Compound Improvements | KN6329 - 4329 | 05/06 | 1,581,758 | 6,536 |
| Otay Valley Regional Park Trail Improvements | 1009268 - 54766 | 05/06 | 9,960,001 | 2,569,104 |
| Lakeside Soccer Fields Acquisition | 1009548 - 54059 | 05/06 | 800,000 | 789,937 |
| Americans With Disabilities Act Ballfield | 1008292 - 54749 | 05/06 | 1,805,000 | 562,879 |
| East County Trail Acquisition | 1008954 - 54057 | 05/06 | 231,016 | 207,943 |
| Lindo Lake Boathouse Restoration | 1009269 - 54767 | 05/06 | 214,286 | 154,263 |
| Lakeside Linkage Habitat Enhancement | 1010184 - 54769 | 06/07 | 117,684 | — |
| Hilton Head Park Phase II Improvements | 1010406 - 54776 | 06/07 | 1,614,360 | 73,066 |

## Land Use and Environment Group

| Project Name | Project Number | Project Established | Total Appropriations | Remaining Balance as of June 30, 2010 |
|---|---|---|---|---|
| Guajome Regional Park Restrooms | 1010407 - 54777 | 06/07 | 375,000 | 337,934 |
| Otay Valley Regional Park Staging Area | 1010431 - 54778 | 06/07 | 218,214 | 211,981 |
| Otay Valley Regional Park Active Recreation Area | 1010432 - 54779 | 06/07 | 420,000 | 7,317 |
| Heritage Park Victorian Home Improvements | 1010429 - 54780 | 06/07 | 4,000,000 | 2,421,863 |
| Heise Well Replacement | 1010593 - 54786 | 06/07 | 196,016 | — |
| Tijuana River Valley Sports Complex Concept Plan | 1010973 - 54809 | 06/07 | 466,603 | 309,251 |
| Otay Valley Regional Park Local Staging Area | 1010977 - 54810 | 06/07 | 300,000 | 223,974 |
| Trans County Trail Acquisition | 1011720 - 54062 | 07/08 | — | — |
| I-122 Loss Allotment Supervisorial District 2 Acquisitions | 1014133 - 54063 | 07/08 | 240,600 | 240,600 |
| Lindo Lake ADA Fitness | 1012325 - 54066 | 07/08 | 200,000 | 16,669 |
| Agua Caliente Pavilion Replacement | 1011443 - 54796 | 07/08 | 275,000 | 25,917 |
| Tijuana River Valley Trails Habitat Restoration | 1011445 - 54797 | 07/08 | 470,000 | 123,043 |
| Whaley Compound ADA Improvements | 1014138 - 54799 | 07/08 | 100,000 | 100,000 |
| Los Penasquitos Adobe Barn ADA Access | 1011448 - 54801 | 07/08 | 100,000 | 885 |
| Ranger Housing Improvements | 1011449 - 54802 | 07/08 | 2,500,000 | 1,658,733 |
| Fallbrook Community Center Playground Shade Structures | 1011450 - 54804 | 07/08 | 127,577 | — |
| Ramona Collier Park Playground Shade Structures | 1011454 - 54805 | 07/08 | 141,772 | — |
| Spring Valley Community Park ADA Perimeter Path | 1011462 - 54806 | 07/08 | 188,389 | — |
| Julian Jess Martin Paving Improvements | 1011472 - 54807 | 07/08 | 111,027 | — |
| Brodiaea Restoration Enhancement And Protection | 1011473 - 54808 | 07/08 | 50,000 | 50,000 |
| Lincoln Acres Community Center ADA Ramp | 1011387 - 54812 | 07/08 | — | — |
| Fire Erosion Control Hellhole Canyon | 1011440 - 54814 | 07/08 | 81,200 | 2,477 |
| Fire Recovery Erosion Control El Capitan Open Space Preserve | 1011441 - 54815 | 07/08 | 67,500 | — |
| Fire Recovery Erosion Control William Heise Park | 1011442 - 54816 | 07/08 | 161,300 | 6,883 |
| Clemmens Lane Park Design | 1011719 - 54819 | 07/08 | 794,658 | — |
| Trans County Trail Development | 1011721 - 54820 | 07/08 | — | — |
| Tijuana River Valley Trail Construction | 1014134 - 54822 | 07/08 | 1,323,999 | 1,323,999 |
| Mt Olympus Preserve Improvements | 1011952 - 54824 | 07/08 | 350,000 | 338,381 |
| Campo Community Center | 1012118 - 54834 | 07/08 | 206,792 | — |
| MSCP Lauderbaugh Land Acquisition | 1012504 - 54067 | 08/09 | 257,700 | — |
| Oakoasis Park Improvements | 1012152 - 54838 | 08/09 | 1,323,267 | 1,185,492 |
| Hilton Head Park Irrigation | 1012343 - 54840 | 08/09 | 100,000 | 2,348 |
| Guajome Regional Park Improvements | 1012922 - 54841 | 08/09 | 122,711 | 31,695 |
| Lakeside Washrack | 1012937 - 54842 | 08/09 | 503,500 | 477,950 |
| Fallbrook Community Center | 1012950 - 54843 | 08/09 | 100,000 | 2,272 |
| County Reserve Fire Recovery | 1012951 - 54844 | 08/09 | 247,993 | 141,327 |
| Lindo Lake Tennis Courts Renovation | 1012953 - 54845 | 08/09 | 216,000 | 6,371 |
| Jess Martin Exercise Path and Park Improvements | 1013102 - 54859 | 08/09 | 643,882 | 130,210 |
| Lakeside Community Center Photovoltaic System | 1013103 - 54860 | 08/09 | 300,000 | 211,810 |
| Valle De Oro Park Improvement | 1013224 - 54864 | 08/09 | 83,000 | 2,276 |
| Rios Canyon Park Disabled Access Improvements | 1013145 - 54865 | 08/09 | 100,000 | 7,729 |

## Land Use and Environment Group

| Project Name | Project Number | Project Established | Total Appropriations | Remaining Balance as of June 30, 2010 |
|---|---|---|---|---|
| Heritage Park Improvements | 1013360 - 54870 | 08/09 | 137,500 | 57,534 |
| Guajome Park Photovoltaic System | 1014252 - 54866 | 09/10 | 1,100,000 | 1,080,195 |
| Sweetwater Lane Synthetic Turf Improvements | 1014253 - 54867 | 09/10 | 700,000 | 636,494 |
| Bancroft Rock House Restoration and Improvements | 1014254 - 54868 | 09/10 | 473,000 | 181,376 |
| Oak Country II Trail | 1014256 - 54873 | 09/10 | 541,591 | 421,867 |
| San Luis Rey Bonsall Land | 1013478 - 54068 | 09/10 | 2,103,500 | — |
| MSCP Bonsall Land | 1014261 - 54069 | 09/10 | 1,401,850 | 101,550 |
| El Monte Trail and Staging Area | 1014257 - 54872 | 09/10 | 375,000 | 139,579 |
| Live Oak Park Recreational Area | 1014259 - 57871 | 09/10 | 200,000 | 196,505 |
| Mountain Empire (CAMPO) Community Center Playground | 1014260 - 54875 | 09/10 | 569,700 | 415,528 |
| Collier Park Soccer Area | 1014130 - 54876 | 09/10 | 622,046 | 622,046 |
| Live Oak Amphitheater | 1014129 - 54877 | 09/10 | 71,000 | 71,000 |
| Santa Ysabel Nature Center | 1014142 - 54878 | 09/10 | 125,000 | 102,139 |
| Tijuana River Trail Construction | 1014146 - 54202 | 09/10 | 660,000 | 537,760 |
| Total - Land Use and Environment Group | | | $ 185,874,648 | $ 54,708,773 |

## Community Services Group

| Project Name | Project Number | Project Established | Total Appropriations | Remaining Balance as of June 30, 2010 |
|---|---|---|---|---|
| Underground Fuel Storage Tank Replacement | KK6100 - 4869 | 95/96 | $ 3,144,486 | $ 68,364 |
| Valley Center Branch Library | KL9023 - 4923 | 98/99 | 4,421,280 | 6,207 |
| Bonita Branch Library | KL9540 - 4753 | 98/99 | 4,490,608 | 24,226 |
| Valley Center Museum | KK1953 - 4953 | 00/01 | 244,358 | — |
| Fallbrook Branch Library | KL1974 - 4974 | 00/01 | 10,598,999 | 3,317,137 |
| Julian Shared Use Library | KL2981 - 4981 | 01/02 | 3,085,516 | 21,185 |
| Alpine Branch Library | KL2983 - 4983 | 01/02 | 383,385 | 130,032 |
| Ramona Branch Library | KL2987 - 4465 | 01/02 | 11,696,036 | 5,861,904 |
| Bonita History Museum | KK3458 - 4458 | 02/03 | 1,274,523 | — |
| Descanso Branch Library Expansion | KL3460 - 4460 | 02/03 | 426,000 | 24,338 |
| Campo Community Center Stormwater System Improvements | 1010779 - 54795 | 06/07 | 185,000 | 32,635 |
| County Operations Center | 1011214 - 54811 | 07/08 | 188,537,944 | 92,041,092 |
| HHSA PSG CSG Office Relocation | 1012285 - 54835 | 08/09 | 47,505,000 | 47,043,861 |
| Lincoln Acres Library and Community Center | 1012133 - 54825 | 08/09 | 3,200,000 | 1,952,216 |
| Imperial Beach Branch Library Expansion | 1014143 - 54881 | 09/10 | 500,000 | 500,000 |
| Total - Community Services Group | | | $ 279,693,135 | $ 151,023,196 |

## Finance and General Government Group

| Project Name | Project Number | Project Established | Total Appropriations | Remaining Balance as of June 30, 2010 |
|---|---|---|---|---|
| County Administration Center Waterfront Park | KK3421 - 4421 | 02/03 | $ 9,450,000 | $ 6,883,705 |
| Total - Finance and General Government Group | | | $ 9,450,000 | $ 6,883,705 |

## Total Outstanding Capital Projects

| | | | Total Appropriations | Remaining Balance as of 06/30/2010 |
|---|---|---|---|---|
| | | | | |
| **Total Outstanding Capital Projects** | | | $ 838,528,729 | $ 322,840,876 |

**County of San Diego**

# Finance Other

Finance Other

# Finance Other

## Description

*Finance Other includes miscellaneous funds and programs that are predominantly countywide in nature, have no staffing associated with them or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.*

The funding levels for these programs are explained below and shown in the table that follows.

## Cash Borrowing

These appropriations fund the cost of financing the County's short-term cash borrowing program. During the course of the fiscal year, the County could experience temporary shortfalls in available cash due to the timing of expenditures and receipt of revenues. To meet these cash flow needs, the County issues Tax and Revenue Anticipation Notes (TRANs). Typically, they are issued at the beginning of the fiscal year and mature at the end of that fiscal year. The TRAN amount for Fiscal Year 2010-11 is $140.0 million. See also the section on Debt Management Policies and Obligations on page 79.

## Community Enhancement

The Community Enhancement program provides grant funding for cultural activities, museums, visitor and convention bureaus, economic development councils and other similar institutions that promote and generate tourism and/or economic development at the regional and community levels throughout San Diego County. Per Board of Supervisors Policy B-58, *Funding of the Community Enhancement Program*, the amount of funding available for the Community Enhancement program approximately equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be collected each fiscal year. Applications for grants are submitted to the Board of Supervisors by March 1 for the upcoming fiscal year, with approval of projects given through the budget adoption process. The Community Enhancement program funding level for Fiscal Year 2010-11 is $2.7 million, $2.5 million of which reflects anticipated TOT revenues. The additional $0.2 million is a one-time appropriation based on fund balance resulting from the return of previously awarded grant funds and from the cancellation of previous years' grant awards. The Fiscal Year 2010-11 funding level is down

$0.8 million from the Fiscal Year 2009-10 Adopted Budget amount. TOT revenues started to slow in the first quarter of Fiscal Year 2008-09, but receipts declined dramatically in the quarter ending March 2009 and this decline has continued through the quarter ending June 2010. The funding level for Fiscal Year 2011-12 is projected to be $2.6 million.

## Neighborhood Reinvestment Program

The Neighborhood Reinvestment Program (formerly Community Projects) is governed by Board of Supervisors Policy B-72, *Neighborhood Reinvestment Program*, and provides grant funds to County departments, public agencies, and to nonprofit community organizations for one-time community, social, environmental, educational, cultural or recreational needs. Resources available for the program are subject to budget priorities as established by the Board of Supervisors. The funding source is General Fund fund balance. The funding level for Fiscal Year 2010-11 is $5.0 million as directed by the Board of Supervisors on March 23, 2010 (18). The Fiscal Year 2011-12 amount is proposed to return to the Fiscal Year 2009-10 level of $10.0 million. Recommendations for grant awards are made throughout the year by individual Board members subject to approval by the Board of Supervisors as a whole.

## Contributions to the County Library System

Historically, contributions from the General Fund have been provided to augment the resources of the County Library Fund. In Fiscal Year 2008-09, the General Fund contribution was $5.5 million, consisting of $4.8 million funded with General Purpose Revenue (GPR) and one-time funding of $0.7 million in order to augment the

Cardiff Branch improvement project. For Fiscal Year 2009-10, the GPR-based contribution was decreased to $2.3 million.

For Fiscal Year 2010-11, the remaining $2.3 million of ongoing GPR support is eliminated. However, in Fiscal Year 2010-11 a one-time appropriation of $0.4 million was established based on a contribution from General Fund fund balance attributable to the Community Services Group to match donations for library materials expected to be received from the Friends of the Library for the new Ramona and Fallbrook branches. No appropriations are projected for Fiscal Year 2011-12.

## Contingency Reserve - General Fund

A Contingency Reserve of $20.0 million is budgeted for Fiscal Year 2010-11 and also projected for Fiscal Year 2011-12. These appropriations comply with the target of 2% of GPR for the Contingency Reserve as outlined in Board Policy B-71, Fund Balance and Reserves. At $20.0 million, the Contingency Reserve represents 2.1% of the Fiscal Year 2010-11 budgeted GPR and Fiscal Year 2011-12 estimated GPR ($954.4 million and $953.3 million, respectively). These appropriations are a source of funding for unanticipated needs, events, or for various uncertainties that may occur during the fiscal year. It also provides a cushion in the event of revenue shortfalls.

## Contributions to Capital Program

These appropriations represent the General Fund cost for new or augmented capital development or land acquisition projects. For Fiscal Year 2010-11, $192.0 million is budgeted. Of this total, $119.8.0 million is for the County Operations Center (COC) and Annex Redevelopment - Phase 1B project, $55.0 million is additional seed money that is being added to the $75.0 million that was appropriated in Fiscal Year 2009-10 for the replacement of the existing Las Colinas Women's Detention Facility, $10.0 million is for land acquisition under the Multiple Species Conservation Program (MSCP), $1.2 million is for the Juvenile Probation Complex Parking Expansion project, $2.5 million is for Sweetwater Lane Park to replace the grass fields with synthetic turf, $1.5 million is for Sweetwater Regional Park energy upgrades, $1.3 million is for the Agua Caliente Park water, sewer, and electrical line replacement project, $0.5 million is for the Animal Services South Shelter Cat Housing Facility replacement project, and $0.2 million is for the multi-purpose barn at the Animal Services South Shelter. The funding source for the COC and Annex Redevelopment - Phase 1B project is $20.0 million of GPR and $99.8 million of General Fund fund balance. The funding source for the Women's Detention Facility project is GPR. The MSCP land acquisition project is funded by $2.5 million of GPR and $7.5 million of General Fund fund balance. The remaining projects are funded by General Fund fund balance. For Fiscal Year 2011-12, $72.5 million is planned, consisting of an additional $70.0 million for the new Women's Detention Facility (for a total of $200.0 million over three years) and $2.5 million for continued MSCP land acquisition, both funded with GPR. See the Capital Program section on page 435 for more information on these projects.

## Lease Payments - Capital Projects

The appropriations for this program are for the annual lease payments due to the San Diego County Capital Asset Leasing Corporation (SANCAL) and the San Diego Regional Building Authority (SDRBA) on the County's outstanding Certificates of Participation (COPs) and Lease Revenue Bonds, the proceeds of which were used to finance various capital projects. There is a net decrease of $0.8 million in Fiscal Year 2010-11 as a result of the final maturity of and the reduction in certain scheduled lease payments offset by increasing lease payments for the Edgemoor Hospital Distinct Part Skilled Nursing Facility and the 2001 MTS Tower Refunding financing. Funding from the Edgemoor Development Fund will be transferred to the General Fund to offset the increased Edgemoor Hospital Distinct Part Skilled Nursing Facility lease payment. The Fiscal Year 2011-12 payments are expected to increase by a net of $0.2 million. See the Capital Program section for the detail on the lease purchase payments.

## Lease Payments - Certificates of Participation - Enterprise Resource Planning System

The appropriations for this program were used to make the annual $6.7 million lease payment to SANCAL for the COPs issued in May 2000 to finance the County's Enterprise Resource Planning (ERP) System. The final payment was made in Fiscal Year 2009-10. No further appropriations are required for this purpose.

## Debt Reduction

Appropriations in this program reflect amounts allocated for the early retirement of debt. No appropriations are budgeted for this program in Fiscal Year 2010-11 and

no appropriations are projected for Fiscal Year 2011-12. A General Fund contribution of $24.1 million to the Pension Obligation Bond fund was budgeted in Fiscal Year 2009-10 and used toward the payoff of the Series B1-2 (variable rate) portion of the County's 2008 Taxable Pension Obligation Bonds refunding.

## Contribution to the General Reserve

A General Reserve of $55.5 million was established by the Board of Supervisors in Fiscal Year 2007-08. Once established, only changes to the Reserve are shown in subsequent budgets. Government Code §§29085-29086 allow the creation of a general reserve and restrict decreasing the amount to the time of budget adoption. Subsequent to budget adoption, the General Reserve may be increased, but amounts in the Reserve may only be used for legally declared emergencies as defined in Government Code §29127. The amount of the County's General Reserve is governed by Board Policy B-71, Fund Balance and Reserves, which sets a target amount that is equivalent to 5% of budgeted GPR. At $55.5 million, it equates to 5.8% of the Fiscal Years 2010-11 budgeted GPR of $954.4 million and therefore exceeds the 5% target level. No additional contributions to the General Reserve are projected for Fiscal Year 2011-12 because the reserve balance will still be in excess of the 5% target.

## Designation - Economic Uncertainty

Board Policy B-71, *Fund Balance and Reserves*, requires that the County maintain prudent levels of fund balance and reserves to help ensure fiscal stability and establishes target levels for the Contingency Reserve, the General Reserve and a Fund Balance Designation for Economic Uncertainty. The first two of these three components are discussed above. For the third component, the target requires that an amount of fund balance equivalent to 10% of the budgeted GPR be designated for Economic Uncertainty. In Fiscal Year 2009-10, the Board of Supervisors established this Designation at $100.0 million, slightly above the 10% level. Once established, only changes to the designation amount are shown in subsequent budgets. For Fiscal Year 2010-11, the 10% target level is $95.4 million, but the original $100.0 million designation amount will remain in place.

## Countywide General Expenses

The primary objective of these appropriations is to fund countywide projects and other countywide needs. The major components of the Countywide General Expenses program in Fiscal Year 2010-11 are:

- Contribution to the Information Technology (IT) Internal Service Fund to support the countywide component of the IT outsourcing contract.
- Contribution to the Employee Benefits Internal Service Fund to support workers' compensation costs based on the transfer settlement between the County and the State for pre-calendar year 2000 workers' compensation cases for Court employees.
- A Pension Stabilization Fund in anticipation of significantly higher County payments to the retirement fund in future years as a result of the negative impact of the current recession on the assets of the fund.
- Miscellaneous appropriations for unanticipated programs needs.

The decrease between Fiscal Years 2010-11 and 2011-12 reflects a redistribution of resources to departments to meet anticipated increases in retirement contribution expenses in Fiscal Year 2011-12.

## Countywide Shared Major Maintenance

In Fiscal Year 2010-11, appropriations totaling $2.0 million are budgeted for major maintenance projects at County facilities that are shared by departments from multiple groups. The funding level for Fiscal Year 2011-12 is also projected to be $2.0 million. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

## Employee Benefits Internal Service Fund

In Fiscal Year 1994-95, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee-risk management activities. The appropriations for this fund support claim payments and administrative costs of the County's self-insured Workers' Compensation program and Unemployment Insurance program expenses.

Workers' Compensation rates (premiums) are charged to individual departments based 80% on a department's ten-year claim history and 20% on risk factors determined by the Workers' Compensation Insurance

Rating Bureau (WCIRB) of California. WCIRB has developed a classification system based on potential risk of injury. An annual actuarial assessment is prepared by an actuary to estimate the liability and capture the costs associated with all reported and unreported claims. As of June 30, 2009, the estimated liability was $88.6 million and the cash balance as of June 30, 2009 was $92.1 million. The estimated liability as of June 30, 2010 is $95.0 million and the cash balance as of June 30, 2010 was $98.7 million. A $1.0 million Contingency Reserve is included in the budget for Fiscal Year 2010-11 and planned for Fiscal Year 2011-12 as well. As a result of the County's Work Safe/Stay Healthy program, claims costs have been reduced in past years enabling the County to redirect resources to building a prudent reserve as required of a self-insured program and determined by an actuarial analysis. Appropriations for Fiscal Year 2010-11 reflect a $2.2 million (7.0%) decrease in the Workers' Compensation budget from the Fiscal Year 2009-10 adopted budget.

The County is self-insured for unemployment benefit costs and therefore must reimburse the State for any unemployment benefit payments that are attributed to a claimant's previous employment with the County. County departments provide the funding source for these payments. Beginning in Fiscal Year 2010-11, unemployment insurance rates (premiums) will be charged to departments based 70% on each department's five-year claims experience and 30% on budgeted staffing levels. Appropriations for Fiscal Year 2010-11 reflect a $2.3 million increase over the Fiscal Year 2009-10 adopted budget (increasing from $1.6 million to $3.9 million) as a result of the sharp increase in actual charges at the end of Fiscal Year 2008-09 and continuing into Fiscal Year 2009-10. These higher costs are expected to continue at least through Fiscal Year 2010-11 because of continued high unemployment rates and the significantly extended period of time during which an individual can receive benefits. For both Fiscal Year 2010-11 and 2011-12, appropriations include a $1.0 million Contingency Reserve.

## Local Agency Formation Commission Administration

These appropriations reflect the County's contribution to the San Diego Local Agency Formation Commission (LAFCo) in accordance with provisions in State Law (Government Code §56381). LAFCo is a State chartered regulatory agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000-01, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001-02, funding for LAFCo is shared by the County, the 18 cities and 63 independent special districts in San Diego County.

## Public Liability Internal Service Fund

In Fiscal Year 1994-1995, the County established the Public Liability Internal Service Fund (ISF) to report all of its public-risk management activities. The County is self-insured through the ISF for premises liability at medical facilities, medical malpractice, errors and omissions, false arrest, forgery, automobile and general liability. The cost to General Fund departments, other funds and special districts is distributed based on a weighted risk factor: 90% allocated based on the last five years' loss experience and 10% based on staff hours of exposure. The County contracts with an actuary to annually assess the long-term liability of the fund to determine an adequate level of reserves. The estimated liability for June 30, 2009 was $20.0 million. As of June 30, 2009, the fund had a cash balance of $27.1 million. The estimated liability for June 30, 2010 increased to $23.1 million and the cash balance as of June 30, 2010 was $34.2 million. The budgeted appropriations of $14.5 million in Fiscal Year 2010-11 are offset by $14.3 million in charges to departments and by $0.2 million in interest earnings of the fund.

## Pension Obligation Bonds

The appropriations for this debt service fund reflect the scheduled principal and interest payments and related administrative expenses for the 2002, 2004, and the 2008 Taxable Pension Obligation Bonds (POBs). The significant decrease from the Fiscal Year 2009-10 Adopted Budget results from one-time appropriations of $100.0 million being included in that year's budget (in addition to those for the required payments) to pay off the principal balance of the variable rate component of the 2008 Taxable POBs (Series B). See the Debt Management Policies and Obligations section on page 79 for more information on the POBs, including the history, outstanding principal and scheduled payments.

## Debt Service Local Boards

This cost represents the debt service cost for Majestic Pines, which was issued in January 1973 for the construction of a water distribution system in the Julian

area. The debt will be paid off in January 2012. The cost is offset by a special assessment on properties located within the service area.

## Finance Other Appropriations/Expenditures

| | Fiscal Year 2008-09 Actuals * | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Cash Borrowing | $ 2,763,732 | $ 7,700,000 | $ 7,700,000 | $ 4,740,334 | $ 7,700,000 | $ 7,700,000 |
| Community Enhancement | 3,388,500 | 3,500,000 | 3,529,000 | 3,474,000 | 2,746,500 | 2,600,000 |
| Neighborhood Reinvestment Program | 8,723,916 | 10,000,000 | 10,091,857 | 8,245,201 | 5,000,000 | 10,000,000 |
| Contributions to County Library System | 7,237,818 | 2,250,000 | 2,768,865 | 2,768,865 | 350,000 | — |
| Contingency Reserve - General Fund | — | 20,000,000 | 20,000,000 | — | 20,000,000 | 20,000,000 |
| Contributions to Capital Program | 147,655,258 | 86,800,000 | 263,778,120 | 46,819,482 | 191,985,000 | 72,500,000 |
| Lease Payments - Capital Projects | 35,104,027 | 39,824,151 | 39,824,151 | 38,845,100 | 39,051,094 | 39,217,050 |
| Lease Payments - Certificates of Participation - ERPs | 6,512,287 | 6,700,000 | 6,700,000 | 6,674,073 | — | — |
| Debt Reduction | 443,515,000 | 24,096,328 | 24,096,328 | 24,096,328 | — | — |
| Contribution to General Reserve | — | — | — | — | — | — |
| Designation-Economic Uncertainty | — | 100,000,000 | 100,000,000 | 100,000,000 | — | — |
| Countywide General Expenses | 20,839,180 | 33,759,222 | 37,805,250 | 12,131,632 | 46,282,008 | 33,896,614 |
| Countywide Shared Major Maintenance | — | 2,000,000 | 2,000,000 | 268,605 | 2,000,000 | 2,000,000 |
| Employee Benefits ISF | | | | | | |
| *Workers' Compensation Employee Benefit ISF* | 25,404,734 | 31,963,107 | 31,963,107 | 31,608,983 | 29,736,033 | 29,736,033 |
| *Unemployment Insurance Employee Benefit ISF* | 2,290,450 | 1,586,608 | 4,086,608 | 3,541,931 | 3,901,526 | 3,901,526 |
| Local Agency Formation Commission Administration | 343,581 | 342,880 | 342,880 | 342,880 | 342,061 | 352,323 |
| Public Liability ISF | 12,613,590 | 15,400,000 | 15,400,055 | 11,675,638 | 14,475,000 | 14,475,000 |
| Pension Obligation Bonds | 132,679,082 | 183,480,131 | 183,480,131 | 181,674,906 | 81,430,375 | 81,354,997 |
| Debt Service Local Boards | 47,500 | 23,250 | 23,250 | 23,250 | 26,250 | 26,250 |
| Total | $ 849,118,655 | $ 569,425,677 | $ 753,589,602 | $ 476,931,208 | $ 445,025,847 | $ 317,759,793 |

* The Fiscal Year 2008-09 actuals have been revised. The figures reported for Fiscal Year 2008-09 actuals for Finance Other in the 2009-11 Adopted Operational Plan included encumbrances and therefore were overstated.

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County of San Diego

# Appendices

Appendix A: All Funds - Budget Summary

Appendix B: Budget Summary & Changes in Fund Balance

Appendix C: General Fund Budget Summary

Appendix D: Health & Human Services - Regional Operations

Appendix E: Operational Plan Abbreviations and Acronyms

Appendix F: Glossary of Operational Plan Terms

# Appendix A: All Funds - Budget Summary

## Countywide Totals

### Staffing

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Total | | 16,415.00 | | | 15,842.25 | 15,814.00 |

### Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $1,645,943,611 | $1,629,311,218 | $1,632,561,973 | $1,562,861,730 | $1,611,308,509 | $1,634,524,516 |
| Services & Supplies | 1,629,553,808 | 1,836,646,062 | 2,078,633,960 | 1,556,013,528 | 1,833,785,339 | 1,643,950,293 |
| Other Charges | 1,211,062,633 | 874,725,978 | 914,044,439 | 825,759,931 | 764,177,211 | 743,293,334 |
| Capital Assets/Land Acquisition | 119,287,011 | 101,253,000 | 472,859,445 | 107,716,707 | 204,759,500 | 75,392,000 |
| Capital Assets Equipment | 9,398,197 | 27,213,183 | 46,703,067 | 12,141,117 | 23,422,973 | 17,686,073 |
| Expenditure Transfer & Reimbursements | (19,558,613) | (20,495,309) | (20,049,961) | (20,076,660) | (20,012,897) | (20,129,696) |
| Reserves | — | 22,694,733 | 22,694,733 | — | 22,103,000 | 22,103,000 |
| Reserve/Designation Increase | 4,066,400 | 100,250,000 | 100,250,000 | 100,250,000 | 33,409,291 | — |
| Operating Transfers Out | 366,711,145 | 407,062,589 | 584,984,981 | 343,898,211 | 455,314,605 | 333,720,978 |
| Management Reserves | — | 29,550,000 | 28,459,194 | — | 28,710,000 | 23,750,000 |
| Total | $4,966,464,192 | $5,008,211,454 | $5,861,141,832 | $4,488,564,566 | $4,956,977,531 | $4,474,290,498 |

## Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Current Property | $ 558,655,630 | $ 535,096,780 | $ 535,141,780 | $ 543,603,507 | $ 535,473,694 | $ 534,587,321 |
| Taxes Other Than Current Secured | 465,299,139 | 421,248,254 | 436,697,962 | 429,094,580 | 397,344,661 | 393,447,832 |
| Licenses Permits & Franchises | 50,080,791 | 46,982,930 | 47,038,348 | 47,890,011 | 49,113,644 | 50,823,384 |
| Fines, Forfeitures & Penalties | 54,722,395 | 57,906,541 | 59,086,078 | 54,327,843 | 56,584,160 | 54,086,928 |
| Revenue From Use of Money & Property | 79,813,414 | 57,966,482 | 57,567,858 | 56,528,924 | 54,633,846 | 55,355,647 |
| Intergovernmental Revenue | 2,015,118,596 | 2,223,573,358 | 2,378,998,184 | 2,117,239,509 | 2,204,165,658 | 2,149,201,615 |
| Charges For Current Services | 782,948,452 | 813,375,609 | 831,098,614 | 795,378,425 | 753,568,876 | 733,684,273 |
| Miscellaneous Revenues | 87,827,661 | 31,945,966 | 56,996,594 | 47,410,958 | 37,673,295 | 32,230,721 |
| Other Financing Sources | 823,107,768 | 394,812,217 | 733,840,404 | 393,165,241 | 441,990,426 | 320,321,798 |
| Residual Equity Transfers In | 7,456,230 | — | — | 1,213,761 | — | — |
| Reserve/Designation Decreases | 2,295,881 | 8,668,294 | 8,668,294 | 8,668,294 | 13,258,481 | 34,128,984 |
| Use of Fund Balance | 39,138,236 | 416,635,023 | 716,007,716 | (5,956,488) | 413,170,790 | 116,421,995 |
| Total | $4,966,464,192 | $5,008,211,454 | $5,861,141,832 | $4,488,564,566 | $4,956,977,531 | $4,474,290,498 |

## Public Safety Group

### Staffing

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Total | | 7,170.00 | | | 7,041.25 | 7,013.00 |

### Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 811,877,082 | $ 798,099,831 | $ 802,221,832 | $ 772,085,764 | $ 794,625,052 | $ 801,148,696 |
| Services & Supplies | 222,977,933 | 220,860,251 | 251,597,604 | 202,362,499 | 223,667,526 | 205,100,642 |
| Other Charges | 101,342,582 | 106,163,570 | 111,017,119 | 102,637,019 | 106,319,010 | 102,026,967 |
| Capital Assets Equipment | 5,476,383 | 8,422,090 | 17,709,676 | 10,105,309 | 8,721,854 | 5,060,381 |
| Expenditure Transfer & Reimbursements | (17,769,034) | (18,610,491) | (18,165,143) | (18,236,360) | (18,453,257) | (18,557,794) |
| Operating Transfers Out | 200,201,856 | 215,515,099 | 221,427,680 | 191,805,996 | 190,587,899 | 190,367,899 |
| Total | $1,324,106,802 | $1,330,450,350 | $1,385,808,769 | $1,260,760,226 | $1,305,468,084 | $1,285,146,791 |

### Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Licenses Permits & Franchises | $ 639,185 | $ 583,101 | $ 583,101 | $ 587,944 | $ 593,101 | $ 593,101 |
| Fines, Forfeitures & Penalties | 22,313,614 | 25,960,984 | 27,176,521 | 24,466,266 | 25,932,584 | 23,644,667 |
| Revenue From Use of Money & Property | 11,971,745 | 10,348,468 | 10,348,468 | 11,113,374 | 9,250,276 | 9,250,276 |
| Intergovernmental Revenue | 387,315,054 | 419,007,408 | 445,748,077 | 387,683,085 | 392,787,372 | 367,318,488 |
| Charges For Current Services | 129,946,195 | 121,194,963 | 121,705,834 | 120,472,858 | 121,071,614 | 121,877,715 |
| Miscellaneous Revenues | 12,459,907 | 8,180,199 | 8,242,803 | 11,970,971 | 8,885,395 | 8,834,795 |
| Other Financing Sources | 199,840,186 | 215,515,099 | 206,528,119 | 192,012,731 | 190,662,899 | 190,367,899 |
| Use of Fund Balance | 42,032,915 | 10,544,459 | 46,360,177 | (6,662,674) | 25,834,843 | 22,405,850 |
| General Purpose Revenue Allocation | 517,588,000 | 519,115,669 | 519,115,669 | 519,115,669 | 530,450,000 | 540,854,000 |
| Total | $1,324,106,802 | $1,330,450,350 | $1,385,808,769 | $1,260,760,226 | $1,305,468,084 | $1,285,146,791 |

## Health and Human Services Agency

### Staffing

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Total | | 5,482.00 | | | 5,156.25 | 5,156.25 |

### Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 458,439,743 | $ 454,726,149 | $ 452,443,758 | $ 434,088,724 | $ 441,518,587 | $ 450,891,609 |
| Services & Supplies | 801,440,163 | 918,586,365 | 935,609,145 | 831,652,527 | 923,737,131 | 913,898,536 |
| Other Charges | 389,885,160 | 429,263,910 | 429,359,784 | 391,871,039 | 433,047,599 | 433,047,599 |
| Capital Assets Equipment | 2,278,903 | 523,206 | 3,137,603 | 475,365 | 333,000 | 333,000 |
| Expenditure Transfer & Reimbursements | (219,617) | (213,930) | (213,930) | (256,613) | (213,930) | (213,930) |
| Operating Transfers Out | 36,323,919 | 37,999,180 | 37,999,180 | 36,117,344 | 37,999,180 | 37,999,180 |
| Management Reserves | — | 20,000,000 | 20,000,000 | — | 20,000,000 | 20,000,000 |
| Total | $1,688,148,272 | $1,860,884,880 | $1,878,442,277 | $1,694,055,124 | $1,856,421,567 | $1,855,955,994 |

### Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Current Property | $ 1,493,460 | $ 1,653,670 | $ 1,653,670 | $ 1,454,097 | $ 1,865,357 | $ 1,865,357 |
| Taxes Other Than Current Secured | 55,711 | 43,004 | 43,004 | 11,422 | 43,949 | 43,949 |
| Licenses Permits & Franchises | 1,073,878 | 1,009,340 | 1,009,340 | 1,083,804 | 1,477,957 | 1,557,340 |
| Fines, Forfeitures & Penalties | 5,761,087 | 5,842,264 | 5,842,264 | 5,829,492 | 5,858,681 | 5,858,681 |
| Revenue From Use of Money & Property | 23,827,457 | 11,914,769 | 11,914,769 | 10,495,335 | 11,733,324 | 11,733,324 |
| Intergovernmental Revenue | 1,461,739,535 | 1,633,992,841 | 1,634,558,155 | 1,496,332,544 | 1,617,855,802 | 1,601,685,587 |
| Charges For Current Services | 52,195,406 | 53,414,018 | 56,414,018 | 60,050,951 | 64,160,415 | 65,148,580 |
| Miscellaneous Revenues | 13,015,557 | 9,922,912 | 10,422,912 | 10,501,399 | 8,497,372 | 8,437,915 |
| Other Financing Sources | 24,208,019 | 24,200,000 | 24,200,000 | 24,253,874 | 24,200,000 | 24,200,000 |
| Reserve/Designation Decreases | 29,478 | 891,189 | 891,189 | 891,189 | 4,431,710 | 32,827,478 |
| Use of Fund Balance | 32,537,685 | 50,438,180 | 63,930,263 | 15,588,325 | 54,250,000 | 39,529,583 |
| General Purpose Revenue Allocation | 72,211,000 | 67,562,693 | 67,562,693 | 67,562,693 | 62,047,000 | 63,068,200 |
| Total | $1,688,148,272 | $1,860,884,880 | $1,878,442,277 | $1,694,055,124 | $1,856,421,567 | $1,855,955,994 |

## Land Use and Environment Group

### Staffing

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Total | | 1,562.00 | | | 1,501.00 | 1,502.00 |

### Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 158,924,779 | $ 163,499,401 | $ 163,257,428 | $ 151,691,116 | $ 163,053,916 | $ 165,094,619 |
| Services & Supplies | 187,083,922 | 199,862,213 | 309,158,542 | 169,532,186 | 236,488,256 | 158,061,296 |
| Other Charges | 16,073,943 | 35,330,679 | 53,117,873 | 28,678,107 | 35,907,064 | 17,155,892 |
| Capital Assets/Land Acquisition | — | 11,533,000 | 33,962,644 | — | 12,274,500 | 2,892,000 |
| Capital Assets Equipment | 825,518 | 6,675,300 | 9,593,447 | 1,106,507 | 3,687,575 | 2,924,000 |
| Expenditure Transfer & Reimbursements | (725,322) | (765,000) | (765,000) | (714,103) | — | — |
| Reserves | — | 1,241,733 | 1,241,733 | — | — | — |
| Reserve/Designation Increase | 25,047 | — | — | — | 32,144,972 | — |
| Operating Transfers Out | 13,643,153 | 9,840,703 | 13,721,157 | 11,548,055 | 10,542,338 | 9,746,374 |
| Total | $ 375,851,040 | $ 427,218,029 | $ 583,376,636 | $ 361,841,867 | $ 494,098,621 | $ 355,874,181 |

## Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Current Property | $ 8,128,624 | $ 7,383,820 | $ 7,428,820 | $ 7,726,454 | $ 7,770,132 | $ 7,750,942 |
| Taxes Other Than Current Secured | 15,546,653 | 11,310,924 | 49,387,341 | 24,758,382 | 9,175,549 | 7,312,209 |
| Licenses Permits & Franchises | 34,083,454 | 33,237,610 | 33,273,610 | 33,127,425 | 33,969,984 | 35,830,913 |
| Fines, Forfeitures & Penalties | 2,565,009 | 1,827,039 | 1,791,039 | 2,670,732 | 1,815,394 | 1,857,889 |
| Revenue From Use of Money & Property | 21,133,714 | 22,137,877 | 21,730,377 | 18,495,978 | 20,454,603 | 19,520,593 |
| Intergovernmental Revenue | 113,412,676 | 116,987,710 | 164,255,456 | 158,569,336 | 116,609,658 | 106,584,165 |
| Charges For Current Services | 93,160,649 | 94,389,006 | 99,704,624 | 92,966,922 | 91,252,274 | 91,978,347 |
| Miscellaneous Revenues | 6,875,723 | 2,053,013 | 7,709,333 | 1,977,756 | 4,294,478 | 2,269,505 |
| Other Financing Sources | 13,312,381 | 9,875,703 | 10,931,037 | 10,347,841 | 10,437,501 | 9,641,536 |
| Reserve/Designation Decreases | 1,793,382 | 3,774,257 | 3,774,257 | 3,774,257 | 8,650,112 | — |
| Use of Fund Balance | 3,633,202 | 67,785,076 | 126,934,748 | (49,029,211) | 135,080,936 | 17,238,582 |
| General Purpose Revenue Allocation | 62,205,572 | 56,455,994 | 56,455,994 | 56,455,994 | 54,588,000 | 55,889,500 |
| Total | $ 375,851,040 | $ 427,218,029 | $ 583,376,636 | $ 361,841,867 | $ 494,098,621 | $ 355,874,181 |

## Community Services Group

### Staffing

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Total | | 1,019.00 | | | 978.25 | 977.25 |

### Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 89,955,380 | $ 90,449,229 | $ 90,917,697 | $ 84,539,289 | $ 88,898,147 | $ 92,272,824 |
| Services & Supplies | 142,398,018 | 168,933,371 | 213,016,517 | 133,939,072 | 154,439,225 | 154,495,809 |
| Other Charges | 18,734,905 | 23,011,107 | 35,044,490 | 23,782,998 | 24,088,034 | 21,289,032 |
| Capital Assets Equipment | 787,200 | 11,433,087 | 16,074,042 | 323,150 | 10,418,544 | 9,270,000 |
| Expenditure Transfer & Reimbursements | (109,629) | (231,600) | (231,600) | (92,278) | (183,600) | (183,600) |
| Reserves | — | 103,000 | 103,000 | — | 103,000 | 103,000 |
| Reserve/Designation Increase | 4,018,103 | — | — | — | 1,260,319 | — |
| Operating Transfers Out | 14,111,174 | 14,878,929 | 16,681,054 | 14,666,725 | 10,675,622 | 9,747,940 |
| Management Reserves | — | 4,750,000 | 4,741,382 | — | 3,750,000 | 3,750,000 |
| Total | $ 269,895,152 | $ 313,327,123 | $ 376,346,582 | $ 257,158,956 | $ 293,449,291 | $ 290,745,005 |

## Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Current Property | $ 29,168,485 | $ 29,753,963 | $ 29,753,963 | $ 28,004,554 | $ 28,235,612 | $ 28,235,612 |
| Taxes Other Than Current Secured | 6,504,698 | 5,424,909 | 4,898,200 | 4,720,258 | 4,890,714 | 4,927,066 |
| Licenses Permits & Franchises | 2,201,747 | 2,205,500 | 2,205,500 | 2,267,834 | 2,181,409 | 2,205,500 |
| Fines, Forfeitures & Penalties | 3,455 | 3,000 | 3,000 | 2,667 | 3,000 | 3,000 |
| Revenue From Use of Money & Property | 3,095,964 | 3,174,154 | 3,174,154 | 2,330,755 | 2,747,979 | 2,708,729 |
| Intergovernmental Revenue | 29,201,139 | 34,441,137 | 79,819,377 | 31,793,740 | 34,240,815 | 32,265,328 |
| Charges For Current Services | 153,463,223 | 166,505,347 | 171,921,056 | 143,745,900 | 164,354,533 | 165,913,016 |
| Miscellaneous Revenues | 3,946,800 | 2,746,582 | 4,959,271 | 7,196,640 | 6,148,580 | 2,939,555 |
| Other Financing Sources | 20,557,865 | 17,493,929 | 19,772,270 | 16,801,625 | 11,425,622 | 10,147,940 |
| Residual Equity Transfers In | 7,456,230 | — | — | 1,213,761 | — | — |
| Reserve/Designation Decreases | — | 3,573,412 | 3,573,412 | 3,573,412 | — | 1,260,319 |
| Use of Fund Balance | (5,620,454) | 28,814,007 | 37,075,196 | (3,683,372) | 20,676,027 | 21,392,940 |
| General Purpose Revenue Allocation | 19,916,000 | 19,191,183 | 19,191,183 | 19,191,183 | 18,545,000 | 18,746,000 |
| Total | $ 269,895,152 | $ 313,327,123 | $ 376,346,582 | $ 257,158,956 | $ 293,449,291 | $ 290,745,005 |

## Finance and General Government Group

### Staffing

| | | Fiscal Year 2009-10 Adopted Budget | | | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Total | | 1,182.00 | | | 1,165.50 | 1,165.50 |

### Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Salaries & Benefits | $ 126,746,627 | $ 122,536,608 | $ 122,082,473 | $ 118,818,053 | $ 123,212,807 | $ 125,116,768 |
| Services & Supplies | 188,845,880 | 280,394,593 | 307,696,506 | 197,976,556 | 233,064,329 | 162,647,001 |
| Other Charges | 13,870,506 | — | 1,000 | 2,960,147 | — | — |
| Capital Assets Equipment | 30,192 | 159,500 | 188,299 | 130,787 | 262,000 | 98,692 |
| Expenditure Transfer & Reimbursements | (735,011) | (674,288) | (674,288) | (777,306) | (1,162,110) | (1,174,372) |
| Operating Transfers Out | 5,014,924 | — | 247,522 | 247,522 | — | — |
| Management Reserves | — | 4,800,000 | 3,629,000 | — | 4,960,000 | — |
| Total | $ 333,773,118 | $ 407,216,413 | $ 433,170,513 | $ 311,016,542 | $ 360,337,026 | $ 286,688,089 |

### Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Other Than Current Secured | $ — | $ — | $ — | $ (421) | $ — | $ — |
| Licenses Permits & Franchises | 6,676,326 | 716,000 | 735,418 | 655,228 | 807,500 | 500,000 |
| Fines, Forfeitures & Penalties | 1,010,718 | 1,002,450 | 1,002,450 | 981,192 | 1,035,450 | 1,035,450 |
| Revenue From Use of Money & Property | 235,232 | 84,949 | 93,825 | 174,603 | 215,000 | 205,000 |
| Intergovernmental Revenue | 47,141 | 37,746 | 37,746 | 67,113 | 37,158 | 37,158 |
| Charges For Current Services | 183,142,943 | 181,967,356 | 182,940,356 | 181,436,102 | 185,339,989 | 162,074,897 |
| Miscellaneous Revenues | 28,278,789 | 7,995,688 | 8,142,961 | 7,407,123 | 8,818,633 | 8,720,644 |
| Other Financing Sources | 6,778,657 | 2,667,275 | 13,258,694 | 3,108,833 | 3,689,471 | 3,879,940 |
| Use of Fund Balance | (4,119,116) | 99,456,973 | 113,671,087 | 3,898,793 | 52,193,825 | — |
| General Purpose Revenue Allocation | 111,722,428 | 113,287,976 | 113,287,976 | 113,287,976 | 108,200,000 | 110,235,000 |
| Total | $ 333,773,118 | $ 407,216,413 | $ 433,170,513 | $ 311,016,542 | $ 360,337,026 | $ 286,688,089 |

## Capital Program

### Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Services & Supplies | $ 963,582 | $ 903,907 | $ 1,267,439 | $ 501,503 | $ 407,000 | $ 341,000 |
| Capital Assets/Land Acquisition | 119,287,011 | 89,720,000 | 438,790,064 | 115,949,188 | 192,485,000 | 72,500,000 |
| Reserve/Designation Increase | — | 250,000 | 250,000 | 250,000 | — | — |
| Operating Transfers Out | 5,320,561 | 8,815,075 | 8,815,075 | 8,815,075 | 9,285,095 | 9,279,645 |
| Total | $ 125,571,154 | $ 99,688,982 | $ 450,407,454 | $ 126,800,642 | $ 202,177,095 | $ 82,120,645 |

### Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Revenue From Use of Money & Property | $ 802,959 | $ 515,239 | $ 515,239 | $ 433,476 | $ 429,553 | $ 657,309 |
| Intergovernmental Revenue | 8,338,199 | 6,974,935 | 20,355,600 | 6,550,940 | 6,208,883 | 4,634,546 |
| Miscellaneous Revenues | 953,638 | — | 2,937,244 | 3,811,748 | — | — |
| Other Financing Sources | 110,047,964 | 91,948,808 | 426,038,880 | 113,577,426 | 191,985,000 | 72,500,000 |
| Reserve/Designation Decreases | 250,000 | 250,000 | 250,000 | 250,000 | — | — |
| Use of Fund Balance | 5,178,394 | — | 310,491 | 2,177,052 | 3,553,659 | 4,328,790 |
| Total | $ 125,571,154 | $ 99,688,982 | $ 450,407,454 | $ 126,800,642 | $ 202,177,095 | $ 82,120,645 |

## Finance Other

### Expenditures

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Services & Supplies | $ 85,844,310 | $ 47,105,362 | $ 60,288,207 | $ 20,049,185 | $ 61,981,872 | $ 49,406,009 |
| Other Charges | 671,155,536 | 280,956,712 | 284,219,297 | 274,545,745 | 164,815,504 | 169,773,844 |
| Reserves | — | 21,350,000 | 21,350,000 | — | 22,000,000 | 22,000,000 |
| Reserve/Designation Increase | 23,250 | 100,000,000 | 100,000,000 | 100,000,000 | 4,000 | — |
| Operating Transfers Out | 92,095,558 | 120,013,603 | 286,093,312 | 80,697,494 | 196,224,471 | 76,579,940 |
| Total | $ 849,118,655 | $ 569,425,677 | $ 753,589,601 | $ 476,931,208 | $ 445,025,847 | $ 317,759,793 |

### Revenues

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Current Property | $ 23,132 | $ 22,250 | $ 22,250 | $ 24,997 | $ 26,250 | $ — |
| Taxes Other Than Current Secured | 189 | — | — | (41) | — | — |
| Fines, Forfeitures & Penalties | 2,781,652 | 2,717,272 | 2,717,272 | 2,717,098 | 2,712,118 | 2,452,214 |
| Revenue From Use of Money & Property | 4,179,997 | 2,405,917 | 2,405,917 | 2,505,030 | 2,179,336 | 2,156,641 |
| Intergovernmental Revenue | 945,733 | 807,808 | 800,000 | 800,352 | 800,000 | 800,000 |
| Charges For Current Services | 170,606,663 | 195,470,665 | 197,978,473 | 195,423,628 | 127,390,051 | 126,691,718 |
| Miscellaneous Revenues | 19,683,669 | 23,113 | 13,557,611 | 2,751,791 | — | — |
| Other Financing Sources | 448,362,697 | 33,111,403 | 33,111,403 | 33,062,911 | 9,589,933 | 9,584,483 |
| Reserve/Designation Decreases | 223,021 | 179,436 | 179,436 | 179,436 | 176,659 | 41,187 |
| Use of Fund Balance | (28,745,097) | 159,596,328 | 327,725,754 | 64,374,521 | 121,581,500 | 11,526,250 |
| General Purpose Revenue Allocation | 231,057,000 | 175,091,485 | 175,091,485 | 175,091,485 | 180,570,000 | 164,507,300 |
| Total | $ 849,118,655 | $ 569,425,677 | $ 753,589,601 | $ 476,931,208 | $ 445,025,847 | $ 317,759,793 |

## Total General Purpose Revenue

### General Purpose Revenue

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Current Property | $ 519,841,928 | $ 496,283,077 | $ 496,283,077 | $ 506,393,406 | $ 497,576,343 | $ 496,735,410 |
| Taxes Other Than Current Secured | 443,191,887 | 404,469,417 | 382,369,417 | 399,604,981 | 383,234,449 | 381,164,608 |
| Licenses Permits & Franchises | 5,406,201 | 9,231,379 | 9,231,379 | 10,167,776 | 10,083,693 | 10,136,530 |
| Fines, Forfeitures & Penalties | 20,286,860 | 20,553,532 | 20,553,532 | 17,660,396 | 19,226,933 | 19,235,027 |
| Revenue From Use of Money & Property | 14,566,347 | 7,385,109 | 7,385,109 | 10,980,372 | 7,623,775 | 9,123,775 |
| Intergovernmental Revenue | 14,119,118 | 11,323,773 | 33,423,773 | 35,442,400 | 35,625,970 | 35,876,343 |
| Charges For Current Services | 433,373 | 434,254 | 434,254 | 1,282,062 | — | — |
| Miscellaneous Revenues | 2,613,579 | 1,024,459 | 1,024,459 | 1,793,530 | 1,028,837 | 1,028,307 |
| Total | $1,020,459,292 | $ 950,705,000 | $ 950,705,000 | $ 983,324,922 | $ 954,400,000 | $ 953,300,000 |

# Appendix B: Budget Summary & Changes in Fund Balance

## Appropriations/Expenditures by Fund Type

### County Funds by Type

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| General Fund | $3,848,512,874 | $3,790,013,241 | $4,089,473,687 | $3,362,626,472 | $3,739,051,413 | $3,493,829,330 |
| Special Revenue Funds | 426,153,360 | 421,985,514 | 551,571,134 | 384,721,562 | 397,362,183 | 353,987,000 |
| Capital Project Funds | 125,571,154 | 99,688,982 | 450,407,454 | 126,800,642 | 202,177,095 | 82,120,645 |
| Debt Service County Family | 132,679,082 | 183,480,131 | 183,480,131 | 181,674,906 | 81,430,375 | 81,354,997 |
| County Proprietary Enterprise Funds | 22,519,675 | 24,392,303 | 43,425,845 | 18,604,730 | 22,483,038 | 19,668,594 |
| County Proprietary Internal Service Funds | 335,062,115 | 374,676,219 | 404,229,287 | 330,911,735 | 366,166,246 | 343,685,060 |
| Air Pollution Control District | 31,729,998 | 36,766,169 | 53,698,319 | 32,128,447 | 41,220,708 | 33,786,829 |
| County Service Areas | 12,538,014 | 15,775,645 | 16,649,382 | 13,535,066 | 15,204,502 | 14,532,089 |
| Miscellaneous Special Districts | 9,513,121 | 11,520,154 | 13,051,330 | 9,382,797 | 11,695,110 | 11,329,965 |
| Permanent Road Divisions | 1,284,789 | 8,614,712 | 8,631,366 | 1,358,643 | 8,278,463 | 8,278,463 |
| Sanitation Districts | 14,871,970 | 27,699,223 | 31,834,580 | 17,041,162 | 62,808,036 | 23,734,494 |
| Miscellaneous Local Agencies | 6,028,042 | 13,599,161 | 14,689,317 | 9,778,404 | 9,100,362 | 7,983,032 |
| Total | $4,966,464,192 | $5,008,211,454 | $5,861,141,832 | $4,488,564,566 | $4,956,977,531 | $4,474,290,498 |

## Appropriations/Expenditures by Group and Fund

### Public Safety Group

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| General Fund | $1,117,291,940 | $1,105,588,730 | $1,154,068,489 | $1,061,375,226 | $1,106,326,610 | $1,086,030,317 |
| Sheriff's Asset Forfeiture Program | 338,183 | 1,100,000 | 4,327,327 | 677,948 | 1,100,000 | 1,100,000 |
| District Attorney Asset Forfeiture Program Fed | 394,927 | 600,000 | 600,000 | 469,484 | 700,000 | 700,000 |
| District Attorney Asset Forfeiture State | 232,711 | 200,000 | 200,000 | 92,937 | 25,000 | — |
| Probation Asset Forfeiture Program | 51,450 | 50,000 | 50,720 | 11,545 | 50,000 | 50,000 |
| Sheriff's Inmate Welfare | 4,596,212 | 5,332,768 | 5,357,994 | 3,933,336 | 4,978,968 | 4,978,968 |
| Probation Inmate Welfare | 206,740 | 225,000 | 233,959 | 188,327 | 95,000 | 95,000 |
| Public Safety Prop 172 Special Revenue | 195,964,987 | 210,918,649 | 214,524,210 | 188,225,767 | 185,918,649 | 185,918,649 |
| CSA 135 Regional 800 MHZ Radio System | 622,954 | 632,954 | 632,954 | 622,955 | 622,955 | 622,955 |
| CSA 135 Del Mar 800 MHZ Zone B | 45,549 | 60,000 | 60,000 | 50,483 | 50,000 | 50,000 |
| CSA 135 Poway 800 MHZ Zone F | 149,400 | 150,000 | 150,000 | 143,631 | 155,502 | 155,502 |
| CSA 135 Solana Beach 800 MHZ Zone H | 35,422 | 38,449 | 38,449 | 37,674 | 45,400 | 45,400 |
| Jail Stores Internal Service Fund | 4,176,326 | 5,553,800 | 5,564,667 | 4,930,914 | 5,400,000 | 5,400,000 |
| Total | $1,324,106,802 | $1,330,450,350 | $1,385,808,769 | $1,260,760,226 | $1,305,468,084 | $1,285,146,791 |

### Health and Human Services Agency

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| General Fund | $1,656,422,738 | $1,825,154,788 | $1,842,712,178 | $1,662,037,507 | $1,820,716,900 | $1,820,251,327 |
| Tobacco Securitization Special Revenue | 24,200,000 | 27,500,000 | 27,500,000 | 24,200,000 | 27,500,000 | 27,500,000 |
| CSA 17 San Dieguito Ambulance | 2,581,974 | 2,719,107 | 2,719,114 | 2,638,587 | 2,707,875 | 2,707,875 |
| CSA 69 Heartland Paramedic | 4,943,561 | 5,510,985 | 5,510,985 | 5,179,030 | 5,496,792 | 5,496,792 |
| Total | $1,688,148,272 | $1,860,884,880 | $1,878,442,277 | $1,694,055,124 | $1,856,421,567 | $1,855,955,994 |

## Land Use and Environment Group

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| General Fund | $ 144,948,057 | $ 184,783,134 | $ 211,271,847 | $ 152,124,741 | $ 191,846,964 | $ 144,298,675 |
| Road Fund | 130,773,035 | 104,290,514 | 184,534,183 | 109,268,797 | 131,421,462 | 92,853,189 |
| Air Pollution Control District Operations | 19,579,129 | 19,566,428 | 20,134,488 | 18,800,586 | 19,523,796 | 19,827,417 |
| APCD Air Quality Improvement Trust | 6,480,200 | 6,295,329 | 6,799,528 | 5,569,537 | 10,000,000 | 10,000,000 |
| Air Quality State Moyer Program | 4,735,679 | 3,959,412 | 9,027,024 | 4,226,825 | 3,959,412 | 3,959,412 |
| Air Quality Power General Mitigation | 859,990 | — | 3,787,609 | 2,233,956 | 1,000,000 | — |
| Air Quality School Bus Program | — | — | 1,792,171 | 602,543 | 600,000 | — |
| Air Quality Proposition 1B GMERP | — | — | 4,862,500 | — | 2,362,500 | — |
| Air Quality GMERP Early Grant | — | 620,000 | 620,000 | 250,000 | — | — |
| Air Quality State Lower Emission School Bus Prgm | — | 5,600,000 | 5,600,000 | — | 3,600,000 | — |
| Air Quality GMERP - Match Fund | 75,000 | 725,000 | 1,075,000 | 445,000 | 175,000 | — |
| San Diego County Lighting Maintenance District 1 | 1,628,893 | 1,757,463 | 1,776,340 | 1,606,889 | 1,663,654 | 1,663,654 |
| Inactive Waste Site Management | 7,359,571 | 8,102,228 | 9,719,357 | 7,293,377 | 6,280,688 | 5,804,324 |
| Hillsborough Landfill Maintenance | 156,945 | 281,419 | 281,539 | 120,904 | 103,129 | 103,129 |
| Duck Pond Landfill Cleanup | 14,685 | 50,300 | 50,300 | 13,179 | 16,000 | 16,000 |
| Parkland Ded Area 4 Lincoln Acres | 582 | 4,450 | 4,450 | — | 4,600 | 4,600 |
| Parkland Ded Area 15 Sweetwater | 2,963 | 9,000 | 9,000 | 13 | 9,600 | 9,600 |
| Parkland Ded Area 16 Otay | — | 2,000 | 2,000 | — | 2,000 | 2,000 |
| Parkland Ded Area 19 Jamul | 29 | 13,000 | 13,000 | 100 | 26,200 | 26,200 |
| Parkland Ded Area 20 Spring Valley | 126,629 | 4,000 | 4,000 | 7 | 5,400 | 5,400 |
| Parkland Ded Area 25 Lakeside | 60,033 | 13,000 | 477,404 | 437,881 | 23,500 | 23,500 |
| Parkland Ded Area 26 Crest | 219,722 | 5,000 | 5,000 | 32 | 10,500 | 10,500 |
| Parkland Ded Area 27 Alpine | 7,848 | 10,000 | 10,000 | 9,393 | 17,000 | 17,000 |
| Parkland Ded Area 28 Ramona | 458,569 | 20,000 | 20,255 | 7,294 | 44,000 | 44,000 |
| Parkland Ded Area 29 Escondido | 1,423 | 8,000 | 108,000 | 95,633 | 33,000 | 33,000 |

## Land Use and Environment Group

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Parkland Ded Area 30 San Marcos | 582 | 4,000 | 4,000 | — | 8,000 | 8,000 |
| Parkland Ded Area 31 San Dieguito | 518 | 20,000 | 325,000 | 13,020 | 135,000 | 135,000 |
| Parkland Ded Area 32 Carlsbad | — | 2,500 | 2,500 | — | 1,000 | 1,000 |
| Parkland Ded Area 35 Fallbrook | 291,436 | 20,000 | 339,589 | 290,144 | 104,000 | 104,000 |
| Parkland Ded Area 36 Bonsall | 60 | 5,000 | 5,000 | 32 | 23,000 | 23,000 |
| Parkland Ded Area 37 Vista | 727 | 4,000 | 215,198 | 41 | 22,000 | 22,000 |
| Parkland Ded Area 38 Valley Center | 128,723 | 20,000 | 395,057 | 92,407 | 21,000 | 21,000 |
| Parkland Ded Area 39 Pauma Valley | 29 | 12,000 | 12,000 | 16 | 14,000 | 14,000 |
| Parkland Ded Area 40 Palomar Julian | 3,995 | 6,000 | 47,068 | 44,493 | 14,600 | 14,600 |
| Parkland Ded Area 41 Mountain Empire | 49,538 | 5,000 | 348,000 | 152,621 | 7,000 | 7,000 |
| Parkland Ded Area 42 Anza Borrego | 189 | 5,000 | 5,000 | 567 | 5,000 | 5,000 |
| Parkland Ded Area 43 Central Mountain | 81 | 5,000 | 5,000 | 1,046 | 7,000 | 7,000 |
| Parkland Ded Area 44 Oceanside | 37 | 1,200 | 1,200 | 30 | 1,000 | 1,000 |
| Parkland Ded Area 45 Valle de Oro | 2,284 | 3,500 | 222,771 | 159,827 | 25,500 | 25,500 |
| PRD 6 Pauma Valley | 5,975 | 200,487 | 200,487 | 10,468 | 286,772 | 286,772 |
| PRD 8 Magee Road Pala | 6,274 | 352,812 | 352,812 | 252,579 | 136,883 | 136,883 |
| PRD 9 Santa Fe Zone B | 5,338 | 70,946 | 70,946 | 5,781 | 90,536 | 90,536 |
| PRD 10 Davis Drive | 3,737 | 33,299 | 33,299 | 9,684 | 31,151 | 31,151 |
| PRD 11 Bernardo Road Zone A | 4,998 | 44,489 | 44,489 | 26,621 | 36,461 | 36,461 |
| PRD 11 Bernardo Road Zone C | 2,896 | 23,683 | 23,683 | 4,672 | 29,333 | 29,333 |
| PRD 11 Bernardo Road Zone D | 8,979 | 25,221 | 25,221 | 4,749 | 28,256 | 28,256 |
| PRD 12 Lomair | 23,453 | 215,716 | 215,716 | 8,211 | 240,257 | 240,257 |
| PRD 13 Pala Mesa Zone A | 24,765 | 256,989 | 260,174 | 36,837 | 309,658 | 309,658 |
| PRD 13 Stewart Canyon Zone B | 19,933 | 60,336 | 60,336 | 21,225 | 43,428 | 43,428 |
| PRD 14 Rancho Diego | — | 2,740 | 2,740 | 10 | 776 | 776 |
| PRD 16 Wynola | 8,228 | 87,843 | 87,843 | 7,440 | 113,371 | 113,371 |
| PRD 18 Harrison Park | 26,383 | 249,282 | 250,182 | 12,102 | 281,121 | 281,121 |
| PRD 20 Daily Road | 212,556 | 673,661 | 673,661 | 35,954 | 395,040 | 395,040 |

## Land Use and Environment Group

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| PRD 21 Pauma Heights | 41,054 | 383,652 | 383,652 | 16,516 | 431,327 | 431,327 |
| PRD 22 West Dougherty St | 2,835 | 18,154 | 18,154 | 3,395 | 19,039 | 19,039 |
| PRD 23 Rock Terrace Road | 7,305 | 7,331 | 11,711 | 855 | 11,250 | 11,250 |
| PRD 24 Mt Whitney Road | 3,902 | 42,561 | 42,561 | 4,720 | 51,827 | 51,827 |
| CSA 26 Rancho San Diego | 249,999 | 295,000 | 295,001 | 204,158 | 243,352 | 243,352 |
| CSA 26 Cottonwood Village Zone A | 138,871 | 194,068 | 230,669 | 184,240 | 129,661 | 129,661 |
| CSA 26 Monte Vista Zone B | 141,284 | 371,788 | 376,938 | 149,940 | 348,214 | 348,214 |
| SD Landscape Maintenance Zone 1 | 166,000 | 168,000 | 168,000 | 148,706 | 159,918 | 159,918 |
| Landscape Maintenance Dist Zone 2 - Julian | 75,602 | 99,000 | 99,000 | 76,052 | 100,597 | 100,597 |
| PRD 30 Royal Oaks Carroll | 9,169 | 38,991 | 38,991 | 5,223 | 43,015 | 43,015 |
| PRD 38 Gay Rio Terrace | 3,049 | 68,689 | 68,689 | 9,770 | 78,865 | 78,865 |
| PRD 39 Sunbeam Lane | 2,590 | 11,066 | 11,066 | 3,729 | 14,055 | 14,055 |
| PRD 45 Rincon Springs Rd | 4,784 | 42,858 | 42,858 | 4,839 | 50,521 | 50,521 |
| PRD 46 Rocoso Road | 3,928 | 46,174 | 46,174 | 6,058 | 51,975 | 51,975 |
| PRD 49 Sunset Knolls Road | 3,746 | 45,138 | 45,138 | 4,478 | 44,142 | 44,142 |
| PRD 50 Knoll Park Lane | 2,663 | 114,070 | 114,070 | 3,761 | 124,697 | 124,697 |
| PRD 53 Knoll Park Lane Extension | 3,138 | 211,885 | 211,885 | 4,654 | 238,049 | 238,049 |
| PRD 54 Mount Helix | 5,629 | 124,019 | 124,019 | 18,919 | 142,832 | 142,832 |
| PRD 55 Rainbow Crest Rd | 207,733 | 256,469 | 262,977 | 80,290 | 180,136 | 180,136 |
| PRD 60 River Drive | 3,034 | 85,791 | 85,791 | 4,034 | 108,963 | 108,963 |
| PRD 61 Green Meadow Way | 3,832 | 169,679 | 169,679 | 4,503 | 186,910 | 186,910 |
| PRD 63 Hillview Road | 7,612 | 531,901 | 533,581 | 274,862 | 260,694 | 260,694 |
| PRD 64 Lila Lane | 10,969 | 13,776 | 13,776 | — | 2,680 | 2,680 |
| PRD 70 El Camino Corto | 3,492 | 44,608 | 44,608 | 3,988 | 53,351 | 53,351 |
| PRD 75 Gay Rio Dr Zone A | 3,724 | 217,365 | 217,365 | 52,695 | 151,064 | 151,064 |
| PRD 75 Gay Rio Dr Zone B | 3,529 | 330,805 | 330,805 | 5,080 | 360,702 | 360,702 |
| PRD 76 Kingsford Court | 4,149 | 25,721 | 25,721 | 7,920 | 28,238 | 28,238 |
| PRD 77 Montiel Truck Trail | 5,396 | 196,761 | 196,761 | 7,332 | 219,463 | 219,463 |
| PRD 78 Gardena Way | 3,828 | 34,870 | 34,870 | 4,768 | 41,023 | 41,023 |
| PRD 80 Harris Truck Trail | 24,185 | 226,921 | 226,921 | 5,557 | 257,354 | 257,354 |
| CSA 81 Fallbrook Local Park | 239,100 | 803,148 | 823,199 | 626,755 | 684,969 | 684,969 |
| CSA 83 San Dieguito Local Park | 602,187 | 1,651,786 | 2,070,561 | 701,872 | 753,313 | 724,128 |
| CSA 83A Zone A 4S Ranch Park 95155 | 349,250 | 593,890 | 594,640 | 560,942 | 661,075 | 661,075 |
| PRD 88 East Fifth St | 3,828 | 63,014 | 63,014 | 4,514 | 66,711 | 66,711 |
| PRD 90 South Cordoba | 4,435 | 42,311 | 42,311 | 4,734 | 48,476 | 48,476 |
| PRD 94 Roble Grande Road | 4,947 | 421,612 | 421,612 | 5,970 | 463,157 | 463,157 |
| PRD 95 Valle Del Sol | 100,620 | 296,972 | 296,972 | 6,024 | 241,963 | 241,963 |

## Land Use and Environment Group

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| PRD 99 Via Allondra Via Del Corvo | 4,524 | 45,261 | 45,261 | 5,244 | 47,225 | 47,225 |
| PRD 100 Viejas Lane View | 3,466 | 26,492 | 26,492 | 3,598 | 28,285 | 28,285 |
| PRD 101 Johnson Lake Rd | 3,525 | 133,977 | 133,977 | 5,677 | 141,175 | 141,175 |
| PRD 101 Hi Ridge Rd Zone A | 3,571 | 37,013 | 37,013 | 6,547 | 32,376 | 32,376 |
| PRD 102 Mountain Meadow | 8,819 | 269,857 | 269,857 | 98,982 | 199,827 | 199,827 |
| PRD 103 Alto Drive | 6,508 | 236,500 | 236,500 | 7,474 | 252,824 | 252,824 |
| PRD 104 Artesian Rd | 4,246 | 78,753 | 78,753 | 6,224 | 92,389 | 92,389 |
| PRD 105 Alta Loma Dr | 5,272 | 58,156 | 58,156 | 5,308 | 60,746 | 60,746 |
| PRD 105 Alta Loma Dr Zone A | 5,894 | 74,148 | 74,148 | 4,630 | 79,452 | 79,452 |
| PRD 106 Garrison Way Et Al | 10,442 | 80,439 | 80,439 | 6,005 | 88,354 | 88,354 |
| CSA 107 Elfin Forest Fire District | 288,936 | 369,016 | 396,516 | 306,149 | 549,469 | 401,469 |
| CSA 107 Elfin Forest Fire Mitigation Fee | 4,407 | 4,407 | 4,407 | 4,407 | 9,360 | 9,360 |
| CSA 109 Mt Laguna Fire Medical | 51,936 | 72,647 | 72,647 | 69,474 | 76,357 | 72,647 |
| CSA 109 Mt Laguna Fire Mitigation Fee | — | — | — | — | 3,710 | — |
| CSA 110 Mount Palomar Fire Medical | 91,163 | 113,965 | 131,794 | 110,527 | 133,729 | 113,965 |
| CSA 110 Mt Palomar Fire Mitigation Fee | 17,829 | — | — | — | 1,935 | — |
| CSA 111 Boulevard Fire District | 32,776 | 84,891 | 149,190 | 86,472 | 227,785 | 84,891 |
| CSA 111 Boulevard Fire Mitigation Fee | 47,667 | — | — | — | 1,970 | — |
| CSA 112 Campo Fire District | 66,848 | 76,064 | 282,748 | 103,828 | 341,064 | 76,064 |
| CSA 112 Campo Fire Mitigation Fee | 207,241 | — | — | — | — | — |
| CSA 113 San Pasqual Fire District | 74,727 | 107,889 | 156,868 | 106,755 | 150,710 | 107,889 |
| CSA 113 San Pasqual Fire Mitigation Fee | 18,000 | — | — | — | 14,116 | — |
| CSA 115 Pepper Drive Fire District | 364,269 | 364,269 | 364,269 | 364,269 | 364,269 | 364,269 |
| PRD 117 Legend Rock | 13,424 | 25,077 | 25,077 | 6,806 | 16,912 | 16,912 |
| CSA 122 Otay Mesa East | 2,736 | 37,514 | 37,514 | 37,057 | 37,514 | 37,514 |
| PRD 123 Mizpah Lane | 4,759 | 47,440 | 47,440 | 4,655 | 54,472 | 54,472 |
| PRD 125 Wrightwood Road | 17,236 | 74,716 | 74,716 | 4,779 | 67,677 | 67,677 |
| PRD 126 Sandhurst Way | 3,376 | 33,059 | 33,059 | 4,163 | 34,523 | 34,523 |
| PRD 127 Singing Trails Drive | 4,463 | 46,332 | 46,332 | 4,165 | 48,248 | 48,248 |

## Land Use and Environment Group

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| CSA 128 San Miguel Park Dist | 903,971 | 1,143,644 | 1,170,754 | 1,003,732 | 1,084,127 | 1,084,127 |
| PRD 130 Wilkes Road | 12,852 | 167,824 | 167,824 | 68,394 | 130,883 | 130,883 |
| PRD 133 Ranch Creek Road | 3,633 | 72,289 | 72,289 | 4,454 | 77,094 | 77,094 |
| PRD 134 Kenora Lane | 19,082 | 42,078 | 42,078 | 3,927 | 51,609 | 51,609 |
| CSA 136 Sundance Detention Basin | 24,355 | 113,164 | 113,164 | 17,371 | 48,764 | 49,456 |
| San Diego County Flood Control District | 6,035,177 | 7,154,061 | 8,341,125 | 5,888,177 | 6,936,761 | 6,911,761 |
| Blackwolf Stormwater Maint ZN 349781 | 1 | 7,628 | 57,628 | 26,619 | 9,181 | 9,456 |
| Lake Rancho Viejo Stormwater Maint ZN 442493 | — | — | 164,000 | 7,897 | 188,100 | 75,294 |
| PRD 1002 Sunny Acres | 3,636 | 21,481 | 21,481 | 3,099 | 15,821 | 15,821 |
| PRD 1003 Alamo Way | 1,689 | 10,631 | 10,631 | 3,583 | 13,087 | 13,087 |
| PRD 1004 Butterfly Lane | 18,061 | 12,192 | 12,192 | 1,582 | 3 | 3 |
| PRD 1005 Eden Valley Lane | 3,480 | 49,484 | 49,484 | 4,211 | 55,263 | 55,263 |
| PRD 1007 Tumble Creek | — | 200 | 200 | — | 200 | 200 |
| PRD 1008 Canter | 3,521 | 25,625 | 25,625 | 3,661 | 25,711 | 25,711 |
| PRD 1009 Golf Drive | — | 2,200 | 2,200 | — | 2,200 | 2,200 |
| PRD 1010 Alpine High | 6,197 | 177,840 | 177,840 | 6,219 | 222,522 | 222,522 |
| PRD 1011 La Cuesta | 3,779 | 28,733 | 28,733 | 3,787 | 36,585 | 36,585 |
| PRD 1012 Millar Road | 4,608 | 24,322 | 24,322 | 7,843 | 32,558 | 32,558 |
| PRD 1013 Singing Trails | 4,502 | 78,996 | 78,996 | 4,280 | 78,850 | 78,850 |
| PRD 1014 Lavender Point Lane | 13,640 | 101,460 | 101,460 | 14,318 | 98,342 | 98,342 |
| PRD 1015 Landavo Drive | 134,985 | 57,490 | 57,490 | 26,223 | 102,806 | 102,806 |
| PRD 1016 El Sereno Way | 108,979 | 63,979 | 63,979 | 33,284 | 94,922 | 94,922 |
| Survey Monument Preservation Fund | 85,267 | 300,000 | 300,000 | 190,625 | 300,000 | 300,000 |
| Special Aviation | 47,902 | 110,404 | 110,404 | — | 50,000 | 50,000 |
| Special Aviation Debt Service | 343,919 | 345,000 | 345,000 | 344,107 | 343,597 | 342,389 |
| County Fish and Game Propogation | 22,425 | 37,000 | 37,000 | 18,669 | 37,000 | 37,000 |

## Land Use and Environment Group

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Airport Enterprise Fund | 11,023,729 | 17,843,434 | 36,715,185 | 12,806,359 | 15,765,964 | 12,834,583 |
| Airport Non AMT - Public 2005 | 2,407,055 | — | — | — | — | — |
| Airport AMT - Private 2005 | 3,074,798 | — | — | — | — | — |
| Liquid Waste Enterprise Fund | 6,014,093 | 6,548,869 | 6,710,661 | 5,798,371 | 6,717,074 | 6,834,011 |
| Wintergardens Sewer Maintenance District | 855,956 | 1,456,590 | 1,456,590 | 1,173,100 | 1,910,414 | 1,682,800 |
| East Otay Mesa Sewer Maint Dist | 25,559 | 125,755 | 125,755 | 61,454 | 87,000 | 87,000 |
| CWSMD-Zone B (Campo Hills Water) | 414,215 | 400,913 | 404,489 | 176,738 | 293,500 | 293,500 |
| Campo Water Sewer Maint District - Sewer | 357,900 | 263,344 | 363,344 | 225,254 | 253,000 | 253,000 |
| Campo WSMD-Zone A (Rancho Del Campo Water) | 195,420 | 354,400 | 362,058 | 216,668 | 353,500 | 353,500 |
| Alpine Sanitation Maintenance and Operations | 978,725 | 2,304,096 | 3,335,717 | 1,151,143 | 2,194,934 | 2,203,322 |
| Julian Sanitation Maintenance and Operation | 226,698 | 258,609 | 258,609 | 195,351 | 297,714 | 297,714 |
| Lakeside Sanitation Maintenance and Operation | 3,572,515 | 6,061,503 | 7,418,609 | 4,291,526 | 21,921,806 | 4,944,807 |
| Pine Valley Sanitation Maintenance & Operation | 76,313 | 80,893 | 80,893 | 66,476 | 79,944 | 79,944 |
| DPW Equipment Internal Service Fund | 4,850,394 | 5,743,354 | 5,743,354 | 5,392,672 | 5,170,904 | 4,904,821 |
| DPW ISF Equipment Acquisition Road Fund | 1,546,548 | 6,396,233 | 8,452,456 | 1,873,307 | 4,076,481 | 3,870,481 |
| DPW ISF Equipment Acquisition Inactive Waste | 47,099 | 66,452 | 240,052 | 216,326 | 120,801 | 45,051 |
| DPW ISF Equipment Acqusition Airport Enterprise | 91,716 | 142,780 | 400,605 | 129,466 | 279,316 | 161,266 |
| DPW ISF Equipment Acquisition Liquid Waste | 128,777 | 710,850 | 1,130,726 | 172,613 | 877,046 | 272,046 |
| Spring Valley Sanitation Maintenance & Operation | 10,017,719 | 18,994,122 | 20,740,752 | 11,336,665 | 38,313,638 | 16,208,707 |
| Total | $ 375,851,040 | $ 427,218,029 | $ 583,376,636 | $ 361,841,867 | $ 494,098,621 | $ 355,874,181 |

## Community Services Group

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| General Fund | $ 62,018,614 | $ 58,203,437 | $ 68,128,022 | $ 48,875,957 | $ 72,029,615 | $ 74,418,496 |
| Housing & Community Development Special Rev Fund | 9,238,032 | 21,027,046 | 54,333,387 | 9,538,748 | — | — |
| County Library | 42,881,596 | 41,313,536 | 46,221,187 | 38,565,141 | 37,878,790 | 33,574,452 |
| 05 Redev Gill Field - Special Revenue DS | 2,244,083 | 2,389,467 | 3,147,796 | 3,102,006 | 2,776,522 | 2,812,874 |
| Co Redev Agy 05 Gillespie Redev Debt Service Fd | 1,146,753 | 1,143,439 | 1,143,439 | 1,143,439 | 1,163,451 | 1,152,089 |
| Co Redev Agy 05 Gillespie Redev - Interest | 812,214 | 798,439 | 798,439 | 798,439 | 783,451 | 767,089 |
| Co Redev Agy 05 Gillespie Redev - Principal | 335,000 | 345,000 | 345,000 | 345,000 | 370,000 | 375,000 |
| Co Redev Agy 05 Gillespie Redev DS Reserve | 7,075 | 40,000 | 40,000 | 1 | 10,000 | 10,000 |
| Co Redev Agy Gillespie Field Cap Admin Fund | 183,076 | 200,500 | 451,500 | 430,427 | 142,426 | 142,426 |
| Co Redev Agy Upper SD River Capital | 1,145,079 | 5,364,750 | 5,364,750 | 3,826,207 | 2,915,750 | 1,777,750 |
| Co Redev Agy Gillespie Housing Capital | 50,573 | 2,413,342 | 2,494,169 | 47,918 | 557,162 | 564,204 |
| Co Redev Agy Upper SD River Housg Cap | 56,688 | 880,974 | 880,974 | 61,717 | 355,350 | 355,350 |
| Purchasing Internal Service Fund | 8,264,820 | 14,511,646 | 14,706,256 | 11,155,026 | 10,497,401 | 10,091,963 |
| Fleet Services Internal Service Fund | 6,514,215 | 6,565,286 | 6,594,942 | 6,180,777 | 6,736,284 | 6,829,954 |
| Fleet ISF Equipment Acquisition General | 11,627,632 | 21,915,623 | 23,147,890 | 11,530,379 | 20,325,004 | 20,230,840 |
| Fleet ISF Materials Supply Inventory | 15,426,653 | 17,339,427 | 17,358,697 | 13,917,185 | 16,184,313 | 16,199,699 |
| Fleet ISF Accident Repair | 392,392 | 171,612 | 171,612 | 199,459 | 307,967 | 307,967 |
| Fleet ISF Accidents Sheriff | 385,214 | 231,955 | 231,955 | 276,473 | 394,385 | 394,385 |
| Facilities Management Internal Service Fund | 80,794,790 | 84,074,824 | 87,814,911 | 80,960,063 | 85,817,366 | 86,536,413 |
| Major Maintenance Internal Service Fund | 26,370,651 | 34,396,820 | 42,971,655 | 26,204,595 | 34,204,054 | 34,204,054 |
| Total | $ 269,895,152 | $ 313,327,123 | $ 376,346,582 | $ 257,158,956 | $ 293,449,291 | $ 290,745,005 |

## Finance and General Government Group

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| General Fund | $ 191,748,227 | $ 279,310,571 | $ 294,656,701 | $ 189,806,541 | $ 232,674,661 | $ 180,564,528 |
| CATV Cable TV Media Public Relations | 7,097,882 | — | 255,198 | 255,198 | — | — |
| CATV Interest | 790,897 | — | 8,876 | 8,876 | — | — |
| Information Technology Internal Service Fund | 134,136,112 | 127,905,842 | 138,249,739 | 120,945,929 | 127,662,365 | 106,123,561 |
| Total | $ 333,773,118 | $ 407,216,413 | $ 433,170,513 | $ 311,016,542 | $ 360,337,026 | $ 286,688,089 |

## Capital Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Capital Outlay Fund | $ 64,873,518 | $ 14,720,000 | $ 305,330,396 | $ 94,143,056 | $ 136,235,000 | $ 2,500,000 |
| County Health Complex Capital Outlay Fund | 15,314,660 | — | 18,932 | 18,932 | — | — |
| Justice Facility Construction Capital Outlay Fnd | 35,936,944 | 75,000,000 | 108,794,765 | 12,178,473 | 56,250,000 | 70,000,000 |
| Library Projects Capital Outlay Fund | 3,161,888 | — | 25,930,848 | 10,893,604 | — | — |
| Edgemoor Development Fund | 6,284,143 | 9,968,982 | 10,332,514 | 9,566,578 | 9,692,095 | 9,620,645 |
| Total | $ 125,571,154 | $ 99,688,982 | $ 450,407,454 | $ 126,800,642 | $ 202,177,095 | $ 82,120,645 |

## Finance Other

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| General Fund | $ 676,083,299 | $ 336,972,581 | $ 518,636,450 | $ 248,406,500 | $ 315,456,663 | $ 188,265,987 |
| Pension Obligation Bonds | 132,679,082 | 183,480,131 | 183,480,131 | 181,674,906 | 81,430,375 | 81,354,997 |
| Employee Benefits Internal Service Fund | 27,695,184 | 33,549,715 | 36,049,715 | 35,150,914 | 33,637,559 | 33,637,559 |
| Public Liabilty Internal Service Fund | 12,613,590 | 15,400,000 | 15,400,055 | 11,675,638 | 14,475,000 | 14,475,000 |
| Majestic Pines County Service District Debt | 47,500 | 23,250 | 23,250 | 23,250 | 26,250 | 26,250 |
| Total | $ 849,118,655 | $ 569,425,677 | $ 753,589,601 | $ 476,931,208 | $ 445,025,847 | $ 317,759,793 |

## Changes in Unreserved, Undesignated Fund Balance (by Fund Group)

### Ending Fund Balances (in millions)

| | General Fund | Special Revenue Funds | Debt Service Fund | Capital Funds | Enterprise Funds | Internal Service Funds | Special Districts | Misc. Category |
|---|---|---|---|---|---|---|---|---|
| Fiscal Year 2007-2008 Ending Fund Balance[1] | $ 571.4 | $ 514.5 | $ 15.2 | $ 18.7 | $ 21.9 | $ 30.6 | $ 108.5 | $ 2.0 |
| Fiscal Year 2008-2009 Ending Fund Balance[1] | 575.9 | 511.7 | 15.7 | 19.0 | 12.7 | 29.8 | 102.8 | 5.9 |
| Fiscal Year 2009-2010 Ending Fund Balance[2] | $ 442.7 | $ 515.6 | $ 3.4 | $ 12.6 | $ 13.8 | $ 44.9 | $ 99.4 | $ 2.3 |

[1] Amounts may not agree with the category grouping in the Comprehensive Annual Financial Report (CAFR) due to different budgetary roll-ups.

[2] Pending completion of the June 30, 2010 CAFR.

### Fiscal Year 2010-11 (in millions)

| | General Fund | Special Revenue Funds | Debt Service Fund | Capital Funds | Enterprise Funds | Internal Service Funds | Special Districts | Misc. Category |
|---|---|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 442.7 | $ 515.6 | $ 3.4 | $ 12.6 | $ 13.8 | $ 44.9 | $ 99.4 | $ 2.3 |
| **Add:** | | | | | | | | |
| Budgeted Revenue | 3,447.7 | 338.8 | 79.9 | 198.6 | 18.2 | 354.5 | 84.1 | 8.7 |
| Reserve Designation Decrease | 4.6 | — | — | — | — | — | 8.7 | — |
| Total Available Funding | $ 3,895.0 | $ 854.4 | $ 83.3 | $ 211.2 | $ 32.0 | $ 399.4 | $ 192.2 | $ 11.0 |
| | | | | | | | | |
| **Less:** | | | | | | | | |
| Budgeted Expenditures | $ (3,737.8) | $ (397.4) | $ (81.4) | $ (202.2) | $ (22.5) | $ (366.0) | $ (107.1) | $ (9.1) |
| Reserve Designation Increase | (1.3) | — | — | — | — | — | (32.1) | — |
| **Projected Ending Fund Balance** | $ 155.9 | $ 457.0 | $ 1.9 | $ 9.0 | $ 9.5 | $ 33.4 | $ 53.0 | $ 1.9 |

Fiscal Year 2011-12 (in millions)

| | General Fund | Special Revenue Funds | Debt Service Fund | Capital Funds | Enterprise Funds | Internal Service Funds | Special Districts | Misc. Category |
|---|---|---|---|---|---|---|---|---|
| Beginning Fund Balance | $ 155.9 | $ 457.0 | $ 1.9 | $ 9.0 | $ 9.5 | $ 33.4 | $ 53.0 | $ 1.9 |
| **Add:** | | | | | | | | |
| Budgeted Revenue | 3,395.1 | 334.7 | 79.8 | 77.8 | 18.3 | 332.2 | 77.8 | 7.9 |
| Reserve Designation Decrease | 34.1 | — | — | — | — | — | — | — |
| Total Available Revenue | $ 3,585.1 | $ 791.7 | $ 81.7 | $ 86.8 | $ 27.8 | $ 365.6 | $ 130.8 | $ 9.8 |
| | | | | | | | | |
| **Less:** | | | | | | | | |
| Budgeted Expenditures | $ (3,493.8) | $ (353.9) | $ (81.4) | $ (82.1) | $ (19.7) | $ (343.7) | $ (91.7) | $ (7.9) |
| Reserve Designation Increase | — | — | — | — | — | — | — | — |
| **Projected Ending Fund Balance** | $ 91.3 | $ 437.8 | $ 0.3 | $ 4.7 | $ 8.1 | $ 21.9 | $ 39.1 | $ 1.9 |

# Appendix C: General Fund Budget Summary

## Appropriations/Expenditures by Group

### Public Safety Group

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Public Safety Executive Group | $ 10,940,905 | $ 8,071,798 | $ 11,283,530 | $ 7,667,494 | $ 6,181,516 | $ 6,186,124 |
| District Attorney | 144,582,205 | 146,725,766 | 148,112,100 | 138,305,148 | 146,716,213 | 149,295,714 |
| Sheriff | 566,742,488 | 555,934,742 | 588,510,914 | 534,726,981 | 565,809,843 | 546,608,241 |
| Child Support Services | 49,763,965 | 51,573,524 | 52,019,520 | 47,780,356 | 50,312,168 | 51,084,366 |
| Citizens' Law Enforcement Review Board | 424,648 | 499,027 | 513,578 | 361,697 | 539,392 | 547,392 |
| Office of Emergency Services | 9,538,776 | 7,202,525 | 11,578,512 | 5,788,972 | 8,572,824 | 3,581,674 |
| Medical Examiner | 8,672,555 | 8,330,793 | 12,424,840 | 11,939,880 | 8,527,316 | 8,677,316 |
| Probation | 174,670,116 | 175,962,586 | 175,805,188 | 166,386,663 | 170,754,694 | 170,891,454 |
| Public Defender | 75,413,758 | 78,890,660 | 79,139,974 | 75,759,329 | 77,074,766 | 77,320,158 |
| Contribution for Trial Courts | 71,393,305 | 71,985,970 | 74,268,925 | 72,289,585 | 71,837,878 | 71,837,878 |
| Defense Attorney / Contract Administration | 5,149,217 | 411,339 | 411,408 | 369,120 | — | — |
| Total | $1,117,291,940 | $1,105,588,730 | $1,154,068,489 | $1,061,375,226 | $1,106,326,610 | $1,086,030,317 |

### Health and Human Services Agency

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Regional Operations | $ 477,970,133 | $ 475,065,062 | $ 476,071,266 | $ 446,832,917 | $ 462,888,866 | $ 463,208,333 |
| Strategic Planning & Operational Support | 148,686,136 | 146,812,596 | 147,474,725 | 160,415,486 | 161,411,948 | 161,664,861 |
| Aging and Independence Services | 295,166,297 | 333,889,728 | 333,672,251 | 303,908,390 | 335,194,757 | 354,521,662 |
| Behavioral Health Services | 353,033,850 | 419,717,521 | 421,852,321 | 364,627,453 | 405,914,153 | 401,428,787 |
| Administrative Support | 60,305,410 | 90,789,360 | 97,473,152 | 52,411,778 | 93,525,329 | 77,044,801 |
| Child Welfare Services | 244,031,357 | 265,041,881 | 262,178,866 | 239,131,854 | 263,321,003 | 264,012,969 |
| Public Health Services | 72,975,598 | 89,407,648 | 99,558,605 | 90,312,358 | 93,988,428 | 93,869,186 |
| Public Administrator / Public Guardian | 4,253,956 | 4,430,992 | 4,430,992 | 4,397,273 | 4,472,416 | 4,500,728 |
| Total | $1,656,422,738 | $1,825,154,788 | $1,842,712,178 | $1,662,037,507 | $1,820,716,900 | $1,820,251,327 |

## Land Use and Environment Group

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Land Use and Environment Executive Group | $ 3,986,769 | $ 9,459,993 | $ 5,313,316 | $ 3,998,665 | $ 6,361,312 | $ 4,179,312 |
| San Diego Geographic Information Source (SanGIS) | 980,716 | 1,140,265 | 1,127,081 | 966,368 | — | — |
| Agriculture, Weights and Measures | 18,942,467 | 17,070,920 | 19,759,209 | 18,163,934 | 19,176,512 | 18,400,712 |
| Environmental Health | 36,554,536 | 41,094,195 | 46,287,527 | 35,579,176 | 49,704,300 | 43,245,244 |
| Farm and Home Advisor | 839,199 | 884,262 | 1,119,262 | 939,031 | 953,058 | 868,058 |
| Parks and Recreation | 30,521,114 | 27,993,024 | 38,363,808 | 29,418,115 | 31,218,200 | 26,838,203 |
| Planning and Land Use | 42,106,745 | 61,396,981 | 67,047,110 | 41,883,413 | 62,496,736 | 42,745,687 |
| Public Works | 11,016,510 | 25,743,494 | 32,254,534 | 21,162,130 | 21,936,846 | 8,021,459 |
| Total | $ 144,948,057 | $ 184,783,134 | $ 211,271,847 | $ 152,124,741 | $ 191,846,964 | $ 144,298,675 |

## Community Services Group

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Community Services Executive Group | $ 9,620,280 | $ 6,346,704 | $ 8,754,647 | $ 1,773,730 | $ 6,863,315 | $ 6,063,315 |
| Animal Services | 14,173,016 | 14,458,148 | 14,877,486 | 14,031,202 | 14,621,920 | 14,558,711 |
| General Services | 2,303,737 | 1,402,000 | 1,402,000 | 1,402,000 | 2,400,000 | 1,465,000 |
| Housing & Community Development | 9,813,576 | 10,643,979 | 10,879,974 | 9,815,598 | 26,473,349 | 23,195,651 |
| Purchasing and Contracting | 735,000 | 6,664,000 | 6,664,000 | 6,096,867 | 1,625,000 | 1,645,000 |
| Registrar of Voters | 25,373,005 | 18,688,606 | 25,549,915 | 15,756,560 | 20,046,031 | 27,490,819 |
| Total | $ 62,018,614 | $ 58,203,437 | $ 68,128,022 | $ 48,875,957 | $ 72,029,615 | $ 74,418,496 |

## Finance and General Government Group

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Finance & General Government Executive Group | $ 10,153,423 | $ 98,371,444 | $ 101,094,828 | $ 17,202,960 | $ 49,136,220 | $ 5,477,400 |
| Board of Supervisors | 7,264,503 | 7,671,647 | 8,339,502 | 7,353,093 | 7,628,046 | 7,630,818 |
| Assessor / Recorder / County Clerk | 52,736,678 | 52,195,380 | 56,527,573 | 49,368,851 | 50,638,198 | 50,411,586 |
| Treasurer - Tax Collector | 19,140,824 | 17,124,158 | 18,680,713 | 17,669,519 | 19,148,452 | 18,031,194 |
| Chief Administrative Office | 4,553,754 | 4,614,209 | 4,929,312 | 4,602,994 | 4,379,445 | 4,409,258 |
| Auditor and Controller | 35,915,961 | 34,063,269 | 35,632,084 | 31,563,434 | 33,839,785 | 34,359,080 |
| County Technology Office | 8,941,797 | 7,637,777 | 9,419,525 | 8,133,724 | 12,248,422 | 6,248,187 |
| Civil Service Commission | 596,372 | 621,605 | 621,605 | 582,721 | 558,294 | 566,258 |
| Clerk of the Board of Supervisors | 7,835,825 | 8,199,379 | 9,878,941 | 8,399,128 | 6,380,645 | 6,166,053 |
| County Counsel | 22,678,912 | 22,318,667 | 22,592,316 | 21,845,765 | 22,554,021 | 22,171,916 |
| Grand Jury | 658,055 | 678,122 | 678,122 | 635,009 | 580,076 | 581,666 |
| Human Resources | 21,272,124 | 22,384,701 | 22,831,968 | 19,648,943 | 22,703,286 | 21,889,423 |
| County Communications Office | — | 3,430,213 | 3,430,213 | 2,800,399 | 2,879,771 | 2,621,689 |
| Total | $ 191,748,227 | $ 279,310,571 | $ 294,656,701 | $ 189,806,541 | $ 232,674,661 | $ 180,564,528 |

## Finance Other

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Cash Borrowing Program | $ 2,763,732 | $ 7,700,000 | $ 7,700,000 | $ 4,740,334 | $ 7,700,000 | $ 7,700,000 |
| Community Enhancement | 3,388,500 | 3,500,000 | 3,529,000 | 3,474,000 | 2,746,500 | 2,600,000 |
| Neighborhood Reinvestment Program | 8,723,916 | 10,000,000 | 10,091,857 | 8,245,201 | 5,000,000 | 10,000,000 |
| Contribution to County Library | 7,237,818 | 2,250,000 | 2,768,865 | 2,768,865 | 350,000 | — |
| Contingency Reserve General Fund | — | 20,000,000 | 20,000,000 | — | 20,000,000 | 20,000,000 |
| Contributions to Capital Outlay Funds | 182,759,285 | 126,624,151 | 303,602,271 | 85,664,582 | 231,036,094 | 111,717,050 |
| Countywide General Expense | 470,866,466 | 166,555,550 | 170,601,578 | 143,170,638 | 48,282,008 | 35,896,614 |
| Local Agency Formation Commission Administration | 343,581 | 342,880 | 342,880 | 342,880 | 342,061 | 352,323 |
| Total | $ 676,083,299 | $ 336,972,581 | $ 518,636,450 | $ 248,406,500 | $ 315,456,663 | $ 188,265,987 |

| Total - Group/Agency | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Total | $3,848,512,874 | $3,790,013,241 | $4,089,473,687 | $3,362,626,472 | $3,739,051,413 | $3,493,829,330 |

## Financing Sources

| Financing Sources By Category | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Taxes Current Property | $ 519,841,928 | $ 496,283,077 | $ 496,283,077 | $ 506,393,406 | $ 497,576,343 | $ 496,735,410 |
| Taxes Other Than Current Secured | 443,221,973 | 404,514,417 | 382,414,417 | 399,648,975 | 383,234,449 | 381,164,608 |
| Licenses Permits & Franchises | 35,929,133 | 38,863,010 | 38,863,010 | 41,154,372 | 40,188,852 | 41,496,563 |
| Fines, Forfeitures & Penalties | 51,625,790 | 55,954,291 | 57,169,828 | 50,454,693 | 54,667,910 | 52,170,678 |
| Revenue From Use of Money & Property | 25,402,366 | 17,398,770 | 17,398,770 | 21,942,027 | 16,968,619 | 18,440,924 |
| Intergovernmental Revenue | 1,688,621,327 | 1,893,795,927 | 1,950,378,779 | 1,759,627,047 | 1,912,830,214 | 1,865,981,260 |
| Charges For Current Services | 287,429,806 | 266,685,796 | 272,713,442 | 274,904,878 | 290,512,215 | 290,223,141 |
| Miscellaneous Revenues | 67,662,632 | 23,884,259 | 38,710,628 | 33,375,686 | 26,620,590 | 24,437,041 |
| Other Financing Sources | 673,840,246 | 248,908,029 | 240,061,177 | 226,375,991 | 225,091,464 | 224,416,001 |
| Total Revenues | $3,793,575,202 | $3,446,287,576 | $3,493,993,129 | $3,313,877,074 | $3,447,690,656 | $3,395,065,626 |
| | | | | | | |
| Reserve/Designation Decreases | 200,896 | 7,175,561 | 7,175,561 | 7,175,561 | 4,608,369 | 34,128,984 |
| Use of Fund Balance | 54,736,776 | 336,550,104 | 588,304,997 | 41,573,837 | 286,752,388 | 64,634,720 |
| Total Financing Sources | $3,848,512,874 | $3,790,013,241 | $4,089,473,687 | $3,362,626,472 | $3,739,051,413 | $3,493,829,330 |

# Appendix D: Health & Human Services - Regional Operations

## Health and Human Services - Regional Operations

This appendix provides a different view of the same information found in the Regional Operations section of the Health and Human Services Agency Operational Plan. Arriving at the same totals, these charts summarize the staffing and budget for the Regional Operations programs based on the type of program or administrative service rather than by location of services.

### Staffing by Program

| | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|
| Regional Administration | 33.00 | 27.00 | 27.00 |
| Public Health Services | 165.00 | 167.00 | 167.00 |
| Family Resource Centers/ Assistance Payments | 1,384.00 | 1,437.00 | 1,437.00 |
| Child Welfare Services | 641.00 | 618.00 | 618.00 |
| Welfare to Work/Employment Administration | 101.00 | — | — |
| Child Care (East Region) | 99.00 | — | — |
| Community Action Partnership (Central Region) | 15.00 | 13.00 | 13.00 |
| Total | 2,438.00 | 2,262.00 | 2,262.00 |

## Budget by Program

| | Fiscal Year 2008-09 Actuals | Fiscal Year 2009-10 Adopted Budget | Fiscal Year 2009-10 Amended Budget | Fiscal Year 2009-10 Actuals | Fiscal Year 2010-11 Adopted Budget | Fiscal Year 2011-12 Approved Budget |
|---|---|---|---|---|---|---|
| Regional Administration | $ 5,591,922 | $ 5,011,694 | $ 5,011,694 | $ 4,328,781 | $ 4,484,904 | $ 4,549,698 |
| Public Health Services | 18,017,885 | 18,794,838 | 18,857,474 | 17,304,844 | 19,475,953 | 19,799,513 |
| Family Resource Centers/ Assistance Payments | 296,798,192 | 307,314,105 | 307,246,434 | 307,666,856 | 366,258,936 | 369,163,624 |
| Child Welfare Services | 61,437,016 | 62,628,172 | 64,082,864 | 59,760,824 | 62,364,525 | 63,860,485 |
| Welfare to Work/ Employment Administration | 16,992,617 | 15,832,075 | 15,837,168 | 17,661,551 | — | — |
| California Children Services (North Central Region) | 20,254,811 | — | 1,137 | (1,928) | — | — |
| Child Care (East Region) | 48,962,054 | 51,626,477 | 50,441,134 | 29,576,721 | — | — |
| Community Action Partnership (Central Region) | 7,793,786 | 13,857,701 | 14,529,882 | 10,624,433 | 10,304,548 | 5,835,013 |
| Office of Violence Prevention (South Region) | 2,121,851 | — | 63,479 | (89,166) | — | — |
| Total | $ 477,970,133 | $ 475,065,062 | $ 476,071,266 | $ 446,832,917 | $ 462,888,866 | $ 463,208,333 |

# Appendix E: Operational Plan Abbreviations and Acronyms

**A&C**: Auditor and Controller
**ACAO**: Assistant Chief Administrative Officer
**ADA**: Americans with Disabilities Act
**AIS**: Aging and Independence Services
**APCD**: Air Pollution Control District
**ARRA:** American Recovery and Reinvestment Act of 2009
**AWM**: Agriculture, Weights and Measures
**BHS**: Behavioral Health Services
**BPR**: Business Process Reengineering
**CAC**: County Administration Center
**CAFR**: Comprehensive Annual Financial Report
**CAO**: Chief Administrative Officer
**CDBG**: Community Development Block Grant
**CFO**: Chief Financial Officer
**CINA**: Capital Improvement Needs Assessment
**CLERB**: Citizens' Law Enforcement Review Board
**COC**: County Operations Center
**COF**: Capital Outlay Fund
**COOP**: Continuity of Operations
**COPs**: Certificates of Participation
**CSA**: County Service Area
**CSAC:** California State Association of Counties
**CSG**: Community Services Group
**CTN**: County Television Network
**CTO**: County Technology Office
**CWS**: Child Welfare Services
**DAS**: Department of Animal Services
**DCAO**: Deputy Chief Administrative Officer
**DCSS**: Department of Child Support Services
**DEH**: Department of Environmental Health
**DGS**: Department of General Services
**DHR**: Department of Human Resources
**DIBBS**: Do-It-Better-By-Suggestion
**DMPR**: Department of Media and Public Relations
**DPLU**: Department of Planning and Land Use

**DPW**: Department of Public Works
**ERAF:** Educational Revenue Augmentation Fund
**ERP**: Enterprise Resource Planning
**FEMA:** Federal Emergency Management Agency
**FGG**: Finance and General Government Group
**FHA**: Farm and Home Advisor
**FY**: Fiscal Year
**GAAP**: Generally Accepted Accounting Principles
**GASB**: Governmental Accounting Standards Board
**GDP:** Gross Domestic Product
**GFOA**: Government Finance Officers Association
**GIS**: Geographic Information System
**GMS**: General Management System
**GPR**: General Purpose Revenue
**GSR:** Global Scale Rating
**HCD**: Housing and Community Development
**HHSA**: Health and Human Services Agency
**IHSS:** In-Home Supportive Services
**ISF**: Internal Service Fund
**IT**: Information Technology
**LRBs:** Lease Revenue Bonds
**LUEG**: Land Use and Environment Group
**MSCP**: Multiple Species Conservation Program
**NACo**: National Association of Counties
**OAAS**: Office of Audits and Advisory Services
**OES:** Office of Emergency Services

**OPEB**: Other Post Employment Benefit

**PA/PG**: Public Administrator/Public Guardian

**PHS**: Public Health Services

**PLDO:** Parkland Dedication Ordinance

**POB**: Pension Obligation Bond

**PRD**: Permanent Road Division

**PSG**: Public Safety Group

**RFP**: Request for Proposal

**RPTT**: Real Property Transfer Tax

**SANCAL:** San Diego County Capital Asset Leasing Corporation

**SANDAG**: San Diego Association of Governments

**SanGIS**: San Diego Geographic Information Source

**SDCERA**: San Diego County Employees Retirement Association

**SDRBA**: San Diego Regional Building Authority

**SNAP:** Supplemental Nutrition Assistance Program

**SPOS**: Strategic Planning & Operational Support

**TABs:** Tax Allocation Bonds

**TOT**: Transient Occupancy Tax

**TRANs**: Tax and Revenue Anticipation Notes

**UAAL**: Unfunded Actuarial Accrued Liability

**USDRIP**: Upper San Diego River Improvement Project

**VLF**: Vehicle License Fees

# Appendix F: Glossary of Operational Plan Terms

**Account**: A distinct reporting category in a ledger used for budgeting or accounting purposes. All budgetary transactions, whether revenue or expenditure related, are recorded in accounts. Also called Object in the County's Budgeting, Reporting and Analysis Support System (BRASS).

**Activity**: A departmental effort that contributes to the accomplishment of specific identified program objectives.

**Actuarial Accrued Liability**: The actuarial accrued liability, as assessed by an actuary, generally represents the present value of fully projected benefits attributable to service credit that has been earned (or accrued) as of the valuation date; it is computed differently under different funding methods.

**Actuary**: A person professionally trained in the technical aspects of pensions, insurance and related fields. The actuary estimates how much money must be contributed to an insurance or pension fund in order to provide current and future benefits.

**Adopted Budget**: The annual budget formally approved by the Board of Supervisors for a specific fiscal year.

**Adopted Operational Plan**: The Board of Supervisors' two-year financial plan that allocates resources to specific programs and services that support the County's long-term goals; it includes the adopted budget for the first year and a tentative budget that is approved in principle for the second year.

**Amended Budget:** A budget that reflects the adopted budget plus the carry forward budget from the previous year and any mid-year changes authorized during the fiscal year.

**Americans with Disabilities Act** (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

**Appropriation**: A legal authorization to make expenditures and to incur obligations for specific purposes.

**Appropriation for Contingency**: A budgetary provision representing that portion of the financing requirements set aside to meet unforeseen expenditure requirements or to offset revenue shortfalls.

**Arbitrage**: As defined by treasury regulations, the profit earned from investing low yielding tax-exempt proceeds in higher yielding taxable securities. In general, arbitrage

profits earned must be paid to the United States Treasury as rebate unless a specific exception to the rebate requirements applies.

**Assessed Valuation**: A valuation set upon real estate or other property by a government as a basis for levying taxes.

**Asset**: An item owned or a resource held that has monetary value.

**Assistant Chief Administrative Officer** (ACAO): The County's second-highest ranking executive, the ACAO works with the Chief Administrative Officer in a chief operating officer capacity to implement the Board of Supervisors' policies and to manage the County's workforce and annual budget.

**Balance Sheet**: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with Generally Accepted Accounting Principles (GAAP).

**Balanced Budget or Balanced Operational Plan**: A budget in which the planned expenditures and the means of financing them are equal. A balanced annual budget is required by the State of California per Government Code §29000, et seq.

**Board of Supervisors**: The five-member, elected governing body of the County authorized by the California State Constitution. Each Board member represents a specific geographic area (Supervisorial District) of the county.

**Bond**: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the

interest is included in the face value of the bond. The sale of bonds is one mechanism used to obtain long-term financing.

**Budget**: A financial plan for a single fiscal year includes proposed expenditures for a given period and the proposed means of financing them. The annual budget is contained within the Operational Plan.

**Business Process Reengineering** (BPR): The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance, such as cost, quality, service and speed. One goal of BPR is to generate budgetary savings to permit reallocations of resources to other priority needs and services.

**California State Association of Counties** (CSAC): An organization that represents county government before the California Legislature, administrative agencies and the federal government.

**CalWIN**: CalWORKs Information Network: A fully integrated online, real-time automated system to support eligibility and benefits determination, client correspondence, management reports, interfaces and case management for public assistance programs, such as the CalWORKs Program.

**CalWORKs**: California Work Opportunity and Responsibility to Kids program. A welfare program that gives cash aid and services to eligible needy California families.

**Capital Assets**: The long-lived tangible assets that have a monetary value. Capital assets include buildings, equipment, improvements other than buildings, infrastructure and land.

**Capital Assets Equipment**: Equipment that includes movable personal property of a relatively permanent nature (useful life of one year or longer) and of significant value, such as furniture, machines, tools, weapons and vehicles. An item costing $5,000 or more is budgeted in the appropriate capital asset account and capitalized. When an individual item costs less than $5,000 (including weapons and modular equipment) it is budgeted in the minor equipment account.

**Capital Assets/Land Acquisition**: Expenditure accounts that include expenditures for the acquisition of land and buildings and construction of buildings and improvements.

**Capital Expenditures**: Expenditures incurred for the improvement to or acquisition of land, facilities and infrastructure.

**Capital Improvement Needs Assessment** (CINA): An annually updated five-year list of planned capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

**Capital Outlay Fund** (COF): One of the Capital Program funds that is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and permanent improvements. Revenues are obtained from the sale of fixed assets, from lease or rental of County-owned facilities, and from other funds such as grants and contributions when allocated to the COF by the Board of Supervisors.

**Capital Program Budget**: A spending plan for improvements to or acquisition of land, facilities and infrastructure. The capital program budget balances revenues and expenditures, specifies the sources of revenues and lists each project or acquisition. Appropriations established in the capital program budget are carried forward until the project is completed.

**Carry Forward Budget:** The budget that captures encumbrances and appropriations related to the encumbrances, at the end of the fiscal year, that is carried over into the next fiscal year.

**Cash Flow**: The analysis of cash receipts (revenues) to required payments (expenditures) and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow and net balance of cash on a monthly, quarterly and annual basis.

**Certificates of Participation** (COPs): Certificates issued for the financing of capital assets. A certificate is similar to a bond and represents an undivided interest in the payments made by the public agency pursuant to a financing lease. Even though they are not treated as indebtedness of the issuer by California state law, the federal tax law treats the lease obligation as if it were a debt.

**Chained Dollars**: A method of adjusting real dollar amounts for inflation over time, so as to allow comparison of figures from different years. Chained dollars generally reflect dollar figures computed with 2000 as the base year.

**Charges for Current Services**: Revenues received as a result of fees charged for certain services provided to citizens and other public agencies. This group of revenue accounts includes revenues resulting from: interfund transactions between governmental fund types; collection of taxes and special assessments and accounting and banking services for other governmental agencies; special district audits; election services provided to

governmental agencies under contract, including charges for consolidating elections and rental of voting booths; planning and engineering services such as subdivision fees, traffic surveys, sale of plans and specifications and blueprints, and plan or map check fees; library services including special materials usage fees, book fines and lost or damaged books; park and recreational facilities usage including camping, parking and picnic area usage; document recording services, certified copies of vital statistics and fees for filing fictitious business names; animal services such as vaccination and impound fees; law enforcement services provided under contract to governmental agencies; and reimbursement for hospital care and services for prisoners, juvenile court wards and juvenile hall.

**Chief Administrative Officer of the County** (CAO): The highest ranking County executive who provides policy-based program and financial decision making support to the Board of Supervisors. The CAO oversees the operation of over 40 departments and manages the allocation of personnel, capital and budgetary resources within the County organization. The position is appointed by the Board of Supervisors. The lines of authority flow from the Board of Supervisors to the CAO and Assistant CAO (ACAO) and then to the Deputy CAO of each Group.

**Community Development Block Grant** (CDBG): A federal grant administered by the County for housing and development activities that: (1) benefit lower income persons; (2) prevent/eliminate slums and blight; or (3) meet urgent community development needs.

**Comprehensive Annual Financial Report** (CAFR): The annual audited financial statement of the County.

**Contingency Reserve**: Appropriations set aside to meet unforeseen economic and operational circumstances.

**Cost Applied:** The transfer of costs of services performed by one budget unit for the benefit of another budget unit within the same fund.

**County Administration Center** (CAC): The central County administration facility located at 1600 Pacific Highway, San Diego, California.

**County Service Area** (CSA): An assessment district comprised of unincorporated area property owners who pay for special services, such as park maintenance, fire suppression and paramedic services, through special assessments on their property tax bills.

**County Television Network** (CTN): The County's television station, which broadcasts Board of Supervisors meetings and programs of community interest.

**Credit Rating**: A rating determined by a credit rating agency that indicates the agency's opinion of the likelihood that a borrower such as the County will be able to repay its debt. The rating agencies include Standard & Poor's, Fitch and Moody's.

**Current Assets**: Assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used up or converted into cash within one year (i.e. temporary investments and taxes receivable that will be collected within one year).

**Current Liabilities**: Liabilities that are payable within one year. Liabilities are obligations to transfer assets (i.e. cash) or provide services to other entities in the future as a result of past transactions or events.

**Custodian Bank**: In finance, a custodian bank, or simply custodian, refers to a financial institution responsible for safeguarding a firm's or individual's financial assets. The role of a custodian in such a case would be the following: to hold in safekeeping assets, such as equities and bonds, arrange settlement of any purchases and sales of such securities, collect information on and income from such assets (dividends in the case of equities and interest in the case of bonds), provide information on the underlying companies and their annual general meetings, manage cash transactions, perform foreign exchange transactions where required and provide regular reporting on all their activities to their clients.

**Debt Service**: Annual principal and interest payments that local government owes on borrowed money.

**Debt Service Fund**: A fund established to account for the accumulation of resources for and the payment of principal and interest on long-term debt.

**Deferred Revenue**: Measurable revenue that has been earned but not yet collected until beyond 180 days of the end of the fiscal year.

**Department**: The basic organizational unit of government which is functionally unique in its delivery of services.

**Depreciation**: The decrease in the service life or estimated value of capital assets attributable to wear and tear, deterioration and the passage of time.

**Deputy Chief Administrative Officer** (DCAO): The General Manager for each of the County's five business Groups - Public Safety, Land Use and Environment, Community Services, Finance and General Government and the Health and Human Services Agency. The DCAOs report to the

Assistant Chief Administrative Officer (ACAO) and the Chief Administrative Officer (CAO).

**Do-It-Better-By-Suggestion** (DIBBS): A program administered through the Department of Human Resources that recognizes and rewards employees by providing cash awards and certificates of appreciation for submitting suggestions for reducing costs, increasing revenues and improving operations through tangible savings, productivity savings and/or intangible benefits to the County.

**Educational Revenue Augmentation Fund** (ERAF): The fund that was set up in each county at the direction of the State Legislature in the early 1990s to enable a shift of a portion of county, city and special district property taxes to school districts in response to State budget shortfalls.

**Employee Benefits**: The portion of an employee compensation package that is in addition to wages. Included are the employer's share of costs for Social Security and the various pension, medical and life insurance plans.

**Encumbrance**: A commitment within the County to use funds for a specific purpose.

**Enterprise Fund**: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; or transit systems). The governing body intends that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

**Enterprise Resource Planning** (ERP)/**Enterprise Systems** (ES): New applications to replace, enhance and integrate existing Financial and Human Resources systems.

**Entitlement Program**: A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.

**Estimated Revenue**: The amount of revenue expected to accrue or to be collected during a fiscal year.

**Expenditure**: A decrease in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

**Expenditure Transfers & Reimbursements**: This expenditure account group, which is shown as a decrease in expenditures, consists of transfers of costs for services provided between budget units in the same governmental type fund. The cost of the service is transferred to the revenue earning department with an equal reduction in cost to the department providing the service.

**Fiduciary Fund:** A fund containing assets held in a trustee capacity or as an agent for others which cannot be used to support the County's own programs. For example, the County maintains fiduciary funds for the assets of the Investment Trust Fund. This trust fund holds the investments on behalf of external entities in either the County pool or specific investments.

**Fines, Forfeitures & Penalties**: A group of revenue accounts that includes vehicle code fines, other court fines, forfeitures and penalties, and penalties and costs on delinquent taxes.

**Firestorm 2003**: A devastating wildfire that occurred in San Diego County in October 2003 that financially affected every department and has resulted in continued programs and services to either recover from the damage or implement plans to avert another fire-related disaster.

**Firestorm 2007**: A devastating wildfire that occurred in San Diego County in October 2007 that financially affected the County and has resulted in the implementation of new programs or services to recover from the damage of the disaster.

**Fiscal Year** (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

**Fund**: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and equities or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

**Fund Balance**: The difference between fund assets and fund liabilities of governmental funds. Fund Balance may be used in the budget by a Group or department for the upcoming year as a funding source for one-time projects/services.

**Fund Balance Designation**: A segregation of a portion of the unreserved fund balance to indicate plans for financial resources utilization in a future period.

**General Fund**: The County's primary operating fund, which is used to account for all financial resources, except those required to be accounted for in another fund.

**General Management System** (GMS): The County's complete guide for planning, implementing, monitoring and rewarding all functions and processes that affect the delivery of services to customers. It links planning, execution, value management, goal attainment and compensation.

**General Manager**: See Deputy Chief Administrative Officer.

**General Obligation Bonds**: Bonds backed by the full faith and credit of a governmental entity.

**General Plan Update**: (Previously referred to as General Plan 2020). A multi-year project to revise the San Diego County Comprehensive General Plan that forms the framework for growth in the unincorporated communities.

**General Purpose Revenue**: Revenue derived from sources not specific to any program or service delivery that may be used for any purpose that is a legal expenditure of County funds. Examples of General Purpose Revenue include property taxes, sales taxes, property tax in lieu of vehicle license fees, court fines, real property transfer tax and miscellaneous other sources.

**General Reserve**: A reserve established to address unforeseen catastrophic situations. The general reserve can only be established or adjusted during the annual budget adoption process and is not available except during a legally declared emergency.

**General Purpose Revenue Allocation**: The amount of General Purpose Revenue that is budgeted to fund a group's or a department's services after all other funding sources for those services are taken into account; it is also commonly referred to as net county cost.

**Generally Accepted Accounting Principles** (GAAP): The uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statement of an entity.

**Geographic Information System** (GIS): A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

**Governmental Accounting Standards Board** (GASB): The authoritative accounting and financial reporting standard-setting body for government entities.

**Government Finance Officers Association** (GFOA): An organization comprised of government accounting and finance professionals throughout the United States and Canada, whose goals include but are not limited to improving financial management practices and encouraging excellence in financial reporting and budgeting by state and local governments.

**Governmental Fund:** The funds that are generally used to account for tax-supported activities; it accounts for the majority of funds, except for those categorized as proprietary or fiduciary funds.

**Grant**: Contributions of cash or other assets from another governmental agency or other organization to be used or expended for a specified purpose, activity or facility.

**Group/Agency**: The Group/Agency, which is headed by a General Manager, represents the highest organizational unit to which a County department/program reports. There are four Groups and one Agency. Each department/program belongs to one of the following: Public Safety Group (PSG), Land Use and Environment Group (LUEG), Community Services Group (CSG), Finance and General Government Group (FGG) or Health and Human Services Agency (HHSA).

**Information Technology**: A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

**Interfund Transfers**: The transfer of resources between funds of the same government reporting entity.

**Intergovernmental Revenue**: Revenue received from other government entities in the form of grants, entitlements, shared revenues and payments in lieu of taxes. Examples of State revenue include Health and Social Services Realignment, Proposition 172 Public Safety Sales Tax, highway user tax, in-lieu taxes, public assistance administration, health administration and Homeowner's Property Tax Relief. Major federal revenue includes public assistance programs, health administration, disaster relief, grazing fees and Payments In-lieu of Taxes for federal lands.

**Internal Service Fund** (ISF): A proprietary type fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

**Joint Powers Agreement** (JPA): A contractual agreement between a city, county and/or special district in which services are agreed to be performed, or the County agrees to cooperate with or lend its powers to the other entity.

**Lease**: A contract granting use or occupation of property during a specified time for a specified payment.

**Liability:** As referenced in the section on Measurement Focus and Basis of Accounting, a liability is a legal obligation to transfer assets or provide services to another entity in the future as a result of past transactions or events.

**Licenses, Permits & Franchises**: Revenue accounts that include revenue from animal licenses, business licenses, permits and franchises.

**Managed Competition**: A framework in which County departments compete with the private sector to determine the most cost effective method of delivering services.

**Mandate**: A requirement from the State or federal government that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard.

**Management Reserves**: An expenditure category unique to the County of San Diego. Management Reserves are intended to be used to handle unforeseen expenses that arise during the budget year or as a means to set aside funds for a planned future year use. The level of Management Reserves is generally dependent upon fund balance realized by a Group/Agency or department, but may be budgeted for General Fund departments based on ongoing General Purpose Revenue allocation or comparable revenue source in the case of special funds. No expenditures can be made from Management Reserves; instead appropriations must first be transferred to a sub-account under one of the other expenditures categories (e.g. Salaries and Benefits, Services and Supplies, etc.).

**Miscellaneous Revenues**: A group of revenue accounts that includes other sales, tobacco settlement and other monetary donations from private agencies, persons or other sources.

**Mission**: The general assignment of the organization. What we are striving to do over a continuous period of time. The County's mission is "to efficiently provide public services that build strong and sustainable communities."

**Multiple Species Conservation Program** (MSCP): This program will preserve a network of habitat and open space, protecting biodiversity and enhancing the region's quality of life. The County is one of several entities participating in the MSCP.

**National Association of Counties** (NaCo): An organization that represents the interests of counties across the nation on Capitol Hill and throughout the federal bureaucracy.

**Objective**: A statement of anticipated accomplishment, usually measurable and time bound.

**Objects (Line Items)**: A sub-classification (or roll-up account) of expenditures and revenues based on type of goods or services (Salaries and Benefits, Services and Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (Fines, Forfeitures and Penalties, Taxes Current Property, Intergovernmental Revenue, etc.).

**Operating Budget**: A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

**Operating Transfers**: Operating transfers result when one fund provides a service on behalf of another fund. The providing fund budgets the amount required by the other fund in the "Operating Transfer Out" expenditure account. The receiving fund budgets the amount in one of the "Operating Transfer In" revenue accounts.

**Operational Plan Calendar**: A timetable of tasks to be completed during the financial planning cycle.

**Operational Plan Document**: The County's two-year financial plan. It is presented in a program budget format that communicates expenditure and revenue information as well as goals, objectives and performance measures for County departments.

**Ordinance**: A regulation, an authoritative rule, a statute.

**Other Charges**: A group of expenditure accounts that includes support and care of other persons (such as assistance payments), bond redemptions, retirement of other long-term debt, interest on bonds, other long-term debt and notes and warrants, judgments and damages, rights-of-way, taxes and assessments, depreciation, bad debts, income allocation, contributions to non-County governmental agencies and inter fund expenditures.

**Other Financing Sources**: An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. Examples include sale of capital assets, transfers in and long-term debt proceeds.

**Parkland Dedication Ordinance** (PLDO): The County ordinance that created a mechanism for funding local parks development and established the Parkland Dedication Fund.

**Pension Obligation Bond** (POB): Bonds issued to finance all or part of the unfunded actuarial accrued liabilities of the issuer's pension plan. The proceeds are transferred to the

issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer to ensure the soundness of the plan.

**Performance Measures**: Indicators of the amount of work accomplished, the efficiency with which tasks were completed and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

**Permanent Road Division**: An assessment district comprised of unincorporated area property owners who pay for special road work, such as road improvements and maintenance, through special assessments on their property tax bills.

**Program**: A set of activities directed to attaining specific purposes or objectives.

**Program Revenue**: Revenue generated by programs and/or dedicated to offset a program's costs.

**Proposed Budget:** The budget document developed by the CAO and formally approved by the Board of Supervisors to serve as the basis for public hearings and deliberations prior to the determination of the adopted budget. May also be referred to as the Proposed Operational Plan.

**Proprietary Funds**: The classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

**Public Hearings**: Board of Supervisors meetings open to the public that provide citizens an opportunity to express their views on the merits of the County's proposals and services.

**Public Liability:** Claims against a public entity, its officers and employees, and/or agencies resulting in damages to a third party arising from the conduct of the entity or an employee acting within the course and scope of their employment.

**Real Property Transfer Tax** (RPTT): A tax assessed on property when ownership is transferred.

**Reappropriation**: The inclusion of a balance from the prior year's budget as part of the budget of the subsequent fiscal year. Reappropriation is common for encumbrances outstanding at the end of a fiscal year that a government intends to honor in the subsequent year.

**Rebudget**: To include funds for a project or services budgeted in the previous year but not spent within that year nor meeting the criteria for an encumbrance at year-end.

**Request for Proposal** (RFP): An official request for proposals to be submitted to the County to perform specified services. The RFP sets forth the services being sought and requests information from firms interested in procuring the engagement.

**Required Disciplines**: The key organizational disciplines set out in the County's Strategic Plan intended to ensure that the County maintains a high level of operational excellence in order to accomplish the Strategic Initiative goals. The required disciplines include: fiscal stability; customer satisfaction; regional leadership; skilled, adaptable and diverse workforce; essential infrastructure; accountability/transparency; continuous improvement; and information technology.

**Reserve**: a portion of fund balance that is not appropriate for expenditure or that is legally or contractually restricted for a specific future.

**Reserve/Designation Increases or Decreases**: An expenditure or revenue account group that indicates that a fund balance designation or a reserve is to be augmented (increased) or used as a funding source (decreased).

**Revenue From Use of Money & Property**: Revenue accounts that include investment income, rents and concessions and royalties.

**Salaries and Benefits**: A group of expenditure accounts that includes expenses related to compensation of County employees.

**SANCAL**: San Diego County Capital Asset Leasing Corporation. A nonprofit corporation governed by a five-member Board of Directors which is appointed by the County Board of Supervisors. SANCAL's purpose is to facilitate the issuance of low-cost financing instruments to fund the procurement of County buildings and equipment.

**Securitization**: A type of structured financing whereby an entity that is to receive future payments sells the right to that income stream to a third party in exchange for an up-front payment. For example, the County securitized the Tobacco Settlement Payments, receiving the revenue up-front and reducing the risk of not collecting all of the payments.

**Services and Supplies**: A group of expenditure accounts that includes non-personnel operating expenses such as contract services, office supplies, information technology services, minor equipment and facilities maintenance.

**Special District**: An area in which an independent unit of local government is set up to perform a specific function or a restricted number of related functions, such as street lighting or waterworks. A special district might be composed of cities, townships, or counties, or any part or combination of these.

**Special Revenue Fund**: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**Staff Year**: In concept, one person working full-time for one year; the hours per year that a full-time employee is expected to work. A normal fiscal year equals 2,088 staff hours (occasionally 2,080 or 2,096 staff hours). Two workers, each working half that number of hours, together equal one staff year. County salaries and benefits costs are based on the number of staff years required to provide a service.

**Strategic:** Dealing with creation of overall plans and to determine how best to achieve the general goal of an entity.

**Strategic Initiatives**: As used by the County, the broad organization-wide goals that guide the allocation of resources and set programs. The County has three strategic initiatives: Kids (Improve opportunities for children and families), The Environment (Manage the region's natural resources to protect quality of life and support economic development), and Safe and Livable Communities (Promote safe and livable communities).

**Tax and Revenue Anticipation Notes** (TRANs): A short-term, interest bearing note used as a cash management tool. Public agencies often receive revenues on an uneven basis throughout a fiscal year. The borrowed funds allow the agency to meet cash requirements during periods of low revenue receipts and repay the funds when the revenues are greater.

**Transient Occupancy Tax** (TOT): A tax levied by the County on rental receipts for temporary lodging in a hotel or other similar facility doing business in the unincorporated area.

**Trust Fund**: A fund used to account for assets held by a government unit in a trustee capacity or as an agent for others and which, therefore, cannot be used to support the government's own programs. The County is sometimes required to segregate revenues it receives from certain sources into a trust fund, but these funds are accounted for in the financial statements as County assets.

**Unfunded Actuarial Accrued Liability** (UAAL): The present value of benefits earned to date that are not covered by plan assets; commonly used in pension fund discussions. The excess, if any, of the actuarial accrued liability over the actuarial value of assets. See also Actuarial Accrued Liability.

**Unreserved/Undesignated Fund Balance**: The portion of fund balance that is available for financing the budget requirements for a current or future fiscal period.

**Vision**: The image that an individual or organization has of itself or an end state. A picture of future desired outcomes. The County's vision is "A county that is safe, healthy and thriving."